

Department of State Draft Long Range Program Plan
FY 2006-2010

DEPARTMENT OF STATE LONG-RANGE PROGRAM PLAN

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OUR MISSION...

The Department of State's mission is to serve and enhance Florida's communities by preserving and promoting Florida's rich historical and cultural heritage; by supporting local library systems; by ensuring fair and accurate elections; and by issuing corporate charters and recording financial information.

VISION

The Department of State strives to create opportunities to participate in Florida's culture, history, information, business and elections and we share a vision of a state where all Floridians have an appreciation of and are educated on the Department's mission through individual relationships and partnerships with Florida communities.

The Office of Cultural and Historical Programs encompasses the Secretary's duties as the Chief Cultural Officer, and also includes the duties of the State Historic Preservation Officer and the State Archaeologist. This office includes the programs and activities administered by the Division of Cultural Affairs and the Division of Historical Resources.

Department grant programs include meritorious grants for libraries, cultural entities, and historic preservation. The grant awarding bodies are non-political, geographically disbursed citizen advisory boards that make granting determinations by merit through published guidelines, while adhering to state and federal law. These grants help develop library and information services statewide and preserve and promote Florida's rich cultural and heritage tourism resources.

The Office of State Records encompasses the constitutional duties of State Records Custodian and the Secretary's duty as Chief Elections Officer, and includes the programs and activities being administered by the Division of Corporations, Division of Elections and the Division of Library and Information Services.

The filing and maintenance of state records includes the original statutes, the custody of the Constitution and the State Seal, resolutions of the legislature and all official state correspondence and official acts of the Governor. Further, the Department issues corporate charters, records, oversees elections, and archives government documents of historical significance.

GOALS, OBJECTIVES AND PERFORMANCE PROJECTION TABLES

Goal: Maintain high standards of service in providing public information and assistance, supporting Florida's economic and commercial growth and quality of life.

Objective: 1.1: Increase the level of customer satisfaction with the Museum of Florida History.

Outcome: Percent of Museum of Florida History visitors rating the experience good or excellent.

Baseline FY 2000-2001	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
88%	88%	89%	90%	91%	92%

Objective 1.3: Increase the number of Florida citizens and visitors attending state supported cultural events.

Outcome: Attendance at supported cultural events.

Baseline FY 1996-1997	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
25,447,992	23,000,000	23,250,000	23,500,000	23,750,000	24,000,000

Objective 1.5: Increase the number of historic and archaeological properties recorded.

Outcome: Total number of historic and archaeological sites recorded in the Master Site File.

Baseline FY 1996-1997	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
106,400	150,000	155,000	160,000	163,000	166,000

Objective 1.6: Provide free access to public libraries in 67 Florida counties and increase utilization of library, archival, and records management information resources statewide.

Outcome: Percentage increases in use/access to library, archival, and records management information resources statewide.

Baseline FY 1995-1996	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
2%	2%	2%	2%	2%	2%

Objective 1.7: Increase the number of historic properties protected or preserved.

Outcome: Total number of properties protected or preserved.

Baseline FY 1996-1997	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
217	9,600	10,000	10,400	10,800	11,200

Objective 1.8: Increase the level of customer satisfaction with the Division of Elections' services.

Outcome: Percent of survey respondents satisfied with services (quality and timeliness of response).

Baseline FY 2000-2001	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
90%	93%	94%	95%	95%	95%

Objective 1.9: Increase customer satisfaction with the Division of Corporations' services.

Outcome: Percent of client satisfaction with the division's services.

Baseline FY 1995-1996	FY 2005- 2006	FY 2006- 2007	FY 2007- 2008	FY 2008- 2009	FY 2009- 2010
89%	94%	95%	95%	95%	95%

LINKAGE TO GOVERNOR'S PRIORITIES

Our function and program areas support Governor Bush's priorities by contributing significantly to the diversification of Florida's economy through job creation and direct spending; providing avenues for improving our children's reading skills; creating a more efficient government and enhancing quality of life for Floridians.

Governor and Mrs. Bush are clearly dedicated to the Department of State's programs for economic development and cultural enrichment. More than any other Governor, Jeb Bush has been an ardent supporter of these programs through his direct involvement in DOS produced projects such as the Capitol Complex Exhibition Program and exhibits at the Museum of Florida History. He is also involved with activities for historic preservation, literacy and cultural programs that are coordinated by our constituents throughout the state.

The Governor and First Lady have adopted reading and library programs as key priorities for the administration; most notable is the "Just Read, Florida!" initiative. The programs of the Department of State also address the Governor's priorities for education through after-school library and cultural programs for children, as well as literacy and cultural projects that promote lifelong learning for our elder population.

The Department of State's goals and objectives support Governor Bush's priorities:

1. Improving education;

Goal: Maintain high standards of service in providing public information and assistance, supporting Florida's economic and commercial growth and quality of life.

Objective: 1.1: Increase the level of customer satisfaction with the Museum of Florida History.

Objective 1.3: Increase the number of Florida citizens and visitors attending state supported cultural events.

Objective 1.5: Increase the number of historic and archaeological properties recorded.

Objective 1.6: Provide free access to public libraries in 67 Florida counties and increase utilization of library, archival, and records management information resources statewide.

Objective 1.7: Increase the number of historic properties protected or preserved.

3. Promoting economic diversity;

Goal: Maintain high standards of service in providing public information and assistance, supporting Florida's economic and commercial growth and quality of life.

Objective 1.3: Increase the number of Florida citizens and visitors attending state supported cultural events.

Objective 1.6: Provide free access to public libraries in 67 Florida counties and increase utilization of library, archival, and records management information resources statewide.

Objective 1.7: Increase the number of historic properties protected or preserved.

Objective 1.9: Increase customer satisfaction with the Division of Corporations' services.

5. Create a smaller, more effective, more efficient government;

Goal: Maintain high standards of service in providing public information and assistance, supporting Florida's economic and commercial growth and quality of life.

Objective: 1.1: Increase the level of customer satisfaction with the Museum of Florida History.

Objective 1.3: Increase the number of Florida citizens and visitors attending state supported cultural events.

Objective 1.5: Increase the number of historic and archaeological properties recorded.

Objective 1.6: Provide free access to public libraries in 67 Florida counties and increase utilization of library, archival, and records management information resources statewide.

Objective 1.7: Increase the number of historic properties protected or preserved.

Objective 1.8: Increase the level of customer satisfaction with the Division of Elections' services.

Objective 1.9: Increase customer satisfaction with the Division of Corporations' services.

6. Enhance Florida's environment and quality of life;

Goal: Maintain high standards of service in providing public information and assistance, supporting Florida's economic and commercial growth and quality of life.

Objective: 1.1: Increase the level of customer satisfaction with the Museum of Florida History.

Objective 1.3: Increase the number of Florida citizens and visitors attending state supported cultural events.

Objective 1.5: Increase the number of historic and archaeological properties recorded.

Objective 1.6: Provide free access to public libraries in 67 Florida counties and increase utilization of library, archival, and records management information resources statewide.

Objective 1.7: Increase the number of historic properties protected or preserved.

Objective 1.8: Increase the level of customer satisfaction with the Division of Elections' services.

Objective 1.9: Increase customer satisfaction with the Division of Corporations' services.

TRENDS AND CONDITIONS

The Secretary of State assumes many roles. The Secretary also serves as Florida's Chief Cultural Officer and Chief Elections Officer. Artist, archivist, preservationist, librarian, corporate officer, and voter are only some of the stakeholders that are affected by Department of State activities. All Florida residents are touched in some way by the programs, services, and activities of the Department of State.

With such a wide stakeholder base, it is necessary to consider the trends and conditions that affect Florida as a whole when formulating the strategic direction for the Department of State. The primary responsibilities have many stakeholders but important overlapping strategic dimensions: economic development; corporate registrations and filings; elections; library development; record and archive management services; historic preservation; promoting Florida's fine arts, history and culture; and funding direct local grants for libraries, museums, historic and archaeological preservation, and cultural activities.

The department facilitates access to information, events, and facilities through its Library, Historical, and Cultural program efforts. Access to cultural events and facilities through cultural grants programs, statewide access to free library and information services, and access to historic objects and sites through its museum, preservation, and archeological activities are top agency priorities. The department also provides access to campaign finance information, corporate filings, and historical public records from all three branches of Florida government.

Attendance and access to cultural facilities and events in Florida is an important part of the department's overall goal. Positive economic and tax benefits are reason enough to pursue this strategic goal, however, quality of life and the preservation and appreciation of cultural activities and fine arts are important reasons to continue cultural grants.

While the arts are a fundamental part of the human experience and individual expression, they also have a substantial economic impact on our state. Florida's not-for-profit cultural industry, by itself, exceeds \$1.4 billion and supports over 22,000 full time jobs.¹ Florida's vital tourism industry's fastest growing segment is cultural tourists who stay longer and spend more. A 1992 study shows the spending of cultural tourists totaled \$3.3 billion. Add to that number the affect on other industries, such as hotels and restaurants, and the arts in Florida contributed \$6.4 billion in gross product, 150,000 jobs, and \$2.1 billion in wages. In fact, a 1999 study out of Tampa revealed that the arts draw more visitors than sports.

The economic benefits of state funding are not confined to cultural programs. State funding for local historic and archaeological preservation and history museum projects leverages financial support, as grant awards require local cost share and matching funds. While grant-in-aid programs support local activities and benefit those involved with museum and preservation activities, they also provide a benefit to the local economy. Contractors, building material suppliers, architects, engineers and others

involved in constructing buildings and museum exhibits are employed in communities throughout Florida to carry out these state-funded projects. An economic impact study commissioned by the Department of State indicates that between 1996 and 2001, nearly 10,500 jobs were created as a result of historic preservation grant funding.²

Tourism is one of the most important industries in Florida. When measured in terms of economic benefit, tourism generated 38 billion dollars in taxable spending in 1996.³ Studies have demonstrated the importance as well as the growing interest in heritage tourism in Florida⁴ and in other states.⁵

According to the Florida Association of Museums 2003-2004 Directory, Florida museums and art galleries number over 370, reflecting a growing public interest in such resources. Forty-eight percent of U.S. adults planning a pleasure trip in Summer 2002 said they intended to visit a historic site while on vacation.⁶ Public demand for traveling museum exhibits has increased in the last decade, as evidenced by the number of such requests to the Museum of Florida History. Individual historic sites are characterized by very small budgets, allowing little opportunity for marketing and promotion.⁷ The agency's budget priorities will reflect this growing interest in heritage tourism by increasing access to museum collections statewide.

The State Aid to Libraries Program provides unrestricted operating funds to encourage the development of county or multi-county units of service. With the addition of municipalities to the list of eligible applicants for State Aid, a whole new segment of demand was created. To keep participating libraries from actually losing a proportional share of state funding additional appropriation may be necessary in FY 05-06.

A 1992 Legislative change in the State Aid to Libraries Program provides additional equalization funds to support public library service in those counties with limited fiscal capacity. This change continues to help avert the closing of libraries, and increase in the number of Floridians with access to free public library service. This also provided for multi-county funds to strengthen those libraries that have joined together into public library cooperatives to provide better service than would have been possible if they remained independent.

As the consultant to local and state government on records management, the Department of State assures that consistent guidelines are employed by government agencies in Florida regarding the creation, storage, migration, and destruction of public records. Each year, the public can be expected to save money by cost avoidance through the implementation of records management practices recommended by the Department. The savings for FY 2003-2004 were 101.5 million dollars, an increase of 23% over the previous year.

These savings will increase due to several factors including adding extra shelving capacity at the State Records Center. Balancing cost avoidance, destruction of obsolete records, and the preservation of historically significant records is a continuing challenge for records management professionals.

Once historically significant records are identified, the Department assumes custody of the records for the State of Florida via the State Archives. Archivists can then ensure that the historical records of the state are preserved for future generations. As important as preserving historical documents and information is, the Archives also strives to provide access to its priceless materials. Through its website, <http://www.floridamemory.com/>, access to numerous historical documents and photographic images is provided. Content continues to be added gradually, but additional resources are needed to add some 60,000 photographs and archival records to the 400,000 digitized photos, documents and audio files currently available.

Similar to the preservation of the information history of Florida, the Department is also engaged in the preservation of the archaeological history of Florida. On average, the Department annually receives 336.5 cubic feet of new artifacts and 20.5 cubic feet of new documents (archaeological excavation field notes, field maps, and related items) for curation and storage. The Department's current facilities in the R. A. Gray Building are almost thirty years old and no longer meet standards for proper artifact conservation and curation. Additionally, the Department's current artifact storage facility in the R. A. Gray Building is at capacity and its expansion is not feasible. For FY 05-06, the Department will request authority to construct a state of the art storage facility and curation lab. Consistent with the Governor's Workspace Management Initiative, this will allow for conversion of the lab facilities in the Gray Building to more appropriate office space.

In the Division of Elections, the creation of a new centralized voter registration database will permit accurate and timely updates to the voter rolls on a statewide basis. With 9.3 million registered voters in Florida the accuracy of voter rolls is critical to election integrity.

Florida has received significant federal monetary support to implement Help America Vote Act (HAVA) of 2002. We continue to lead the nation in election reform and these federal dollars will assist counties in poll worker training, voter education, disabled voter access, and voting system upgrades. For FY 05-06, the Department proposes to spend in excess of \$28 million to comply with HAVA mandates. With the assistance of the HAVA Planning Committee, the deliberate and judicious use of this federal support will provide resources to sustain and improve the Florida elections for years to come. The Division will also continue its efforts to increase voter awareness and participation in the elections process.

The department continues to provide oversight and technical assistance to counties, candidates and citizens. Only through free and open access to this information can we protect and preserve the integrity of Florida elections.

The Division of Corporations maintains almost six million records and annually files over a million commercial documents to protect the public. These filing activities require the involvement of government to ensure the accuracy, consistency, and public availability

of information for the protection of consumers. Our website, www.sunbiz.org receives over 1 million hits per week.

Public information about corporate and other business entity filing activity protects consumers and businesses and ensures that commerce is conducted by properly registered business entities. This public information database serves as a deterrent to unscrupulous business practices and is used by law enforcement, business entities and citizens as a resource to locate businesses operating in Florida. To sustain this level of access, service and deterrence, the Division is seeking the replacement of key storage media and computer infrastructure in the upcoming budget request.

Corporations has piloted a privatization concept for Uniform Commercial Code filings. All activities associated with the filing process have been outsourced. Excess revenue above cost is still returned to the state, but if successful, the effort could lead to the total privatization of this activity in approximately 5 years. State government will be totally removed from what should be a private enterprise concern. This privatization will be the nation's first and it is expected that other states will follow suit. The Division began filing and indexing Judgment Liens on a statewide basis on October 1, 2001.

The heritage of Florida's diverse population is well represented by historical and archaeological sites and objects as well as folk traditions. As Florida undergoes rapid growth, a lack of public awareness results in loss of our state's heritage. New residents mean new housing, additional transportation needs, service and retail facilities, and more workplaces; in short, more infrastructure in the landscape. More lands will be converted from forest to pasture, from agriculture to residential, from suburban to urban, from undeveloped to developed. Each intensification of land use carries with it the possibility of destroying or disturbing the archaeological and historical sites that have remained intact in or on the land for hundreds or even thousands of years.

At the same time, the amount of public interest and appreciation for such resources is also growing. The inexorable pressure of growth threatens archaeological and historical sites while government, private and non-profit efforts combine to rescue what will be lost and save what remains. The Florida Master Site File, maintained by the Division, lists a total of 147,669 archaeological and historical sites in Florida of all ages and types (as of June, 2004). Only a very small proportion of these are in public ownership, which would facilitate their long-term preservation.

The majority of archaeological and historical sites are on private property and subject to future loss, particularly when such property is developed or modified for more intensive use. The demand for master site file information continues to increase. To meet this demand the department will continue to propose system improvements to the Master Site File database to create an Electronic Document Management System that will permit faster and more complete response to land use reviews.

This increasing population growth requires not only the cataloguing of sites but the funding of grants for preservation. Without funding assistance of state government,

many worthwhile preservation projects would fold from lack of funding. Additionally, many of Florida's more significant historic building concentrations comprise traditional main street downtowns.

Before 1985 there was no effective program to address the growing loss of downtowns to redevelopment, abandonment, and economic deterioration. Since that time, Florida's Main Street program has reversed the trend of loss by providing 78 designated main street communities with technical and financial preservation assistance. The trend of main street preservation is expected to continue to increase.

The state's population pressure affects not only these valued resources, but also other resources and services provided by the Department. With the state's population at over 16 million people and rising, demand for agency services also increases. To meet this demand in an era of fiscal conservatism, the agency has critically examined the way it operates and continues innovating to improve the efficiency of its services. Since FY 1994-95 (841 FTEs), after eliminating the transfer of positions to other agencies, the agency has reduced its workforce by 25% or 208.5 positions to a level of 501 positions.

Much of the innovation has been the result of a department-wide effort to employ the latest technology to improve employee productivity, public access to information, and customer service; while keeping pace with increasing demand for services and stabilizing costs. Corporations' Online provides users with easy access to filing information and data at no charge.

According to the most recent available statistics from the U.S. Department of Commerce's Census Bureau, as of September 2001, 56.5% of all U.S. households have personal computers and 88.1% of those have Internet access, up from 43% in January 2000. While it is clear that not all Florida citizens have access to a computer, recent statistics confirm that the number who do not is diminishing every day.

Public libraries in Florida continue to provide free Internet access to those without a personal computer or Internet service. Every Florida public library outlet provides public access to the Internet; however, accurate and verifiable information content is a continuing need. To this end, the Division of Library and Information Services has begun implementation and coordination of a plan to develop a "Virtual Library" with access to information and resources available through the Internet from all types of Florida libraries. This plan has matured into the Florida Electronic Library (FEL). The FEL provides a wide range of electronic information including periodicals, books, digital collections, online reference services and an online catalog of statewide library holdings. These services are currently provided to all Floridians with a public, university or community college library card. In an effort to further expand this highly successful online library the Division is seeking funding to extend access to online materials to the K-12 system. Access to these online periodical resources will allow public school library resources to be used for other pressing needs. The Division continues to coordinate and provide technical assistance on public library applications for the federal "E-rate"

program that has brought reduced telecommunications rates to participants. To date, Florida libraries have realized savings of over 15 million dollars.

The collections and services of the State Library and its Legislative Library Service are accessible to both on-site visitors and remote users via interlibrary loan, by telephone and e-mail. In FY 2001-02, the State Library expanded its hours of service to include Saturdays. The additional hours correspond to those at the Florida State Archives, to enable researchers to make full use of these complementary collections six days a week.

The Department is dedicated to providing access to information from and about Florida government. The State Library's development of an electronic collection of state publications that are "born digital" distinguished Florida as one of the first states to ensure access to the full text of electronic publications, regardless of changes at state agency web sites. Access to both electronic and printed state government documents is provided through the online public access catalog of the State Library.

Other technological innovations at the Department of State include electronic commerce for business entity filer, web access to the Administrative Weekly and Laws of Florida, document management systems to improve workflow and efficiency, the online notary database, electronic filing of campaign finance reports, online voter registration application, virtual museum collections and art exhibits and the Florida Memory Project, which includes the Florida Photographic Collection, Florida State Archives Online Classroom Florida Photo Album for Kids, Online Access to Selected Historical and Genealogical Collections, Highlights of Florida History, and the addition of FloridaArts.org with grants information and a "Grants Wizard" to help potential applicants determine the best grants programs for their needs.

In the coming budget year, the Department will look to continue its technological leadership, and continue service innovation. In FY 2002-2003 (complete statistics for FY 03-04 unavailable at this time), for a total investment of \$77.2 million dollars, the Department's programs in historic preservation, historical museums, cultural affairs and library services leveraged \$774 million, or in excess of three-quarters of a billion dollars in private support. Of this amount, the \$38.9 million state investment in libraries has generated \$345.5 million in local support; and the \$20.3 million in cultural grants will generate \$400 million in match. These combined dollars support activities that increase tourism and trade and improve the quality of life for all Florida citizens.

**POTENTIAL POLICY CHANGES AFFECTING
THE LEGISLATIVE BUDGET REQUEST**

None

**LIST OF CHANGES TO PROGRAMS SERVICES,
ACTIVITIES THAT REQUIRE LEGISLATIVE ACTION**

None

TASK FORCE AND STUDIES IN PROGRESS

- 1. Help America Vote Act State Planning Committee**

ENDNOTES

¹ *The Economic Impact of the Florida Cultural Industry*. Prepared for the Florida Department of State, Division of Cultural Affairs. Prepared by William B. Stronge, Ph.D., Florida Atlantic University. Update, May 1997.

² “*Economic Impacts of Historic Preservation in Florida – Preliminary Findings.*” Prepared for the Florida Department of State, Division of Historical Resources. Prepared by Center for Governmental Responsibility, University of Florida College of Law and the Center for Urban Policy Research, Rutgers University, 2002.

³ Florida Tourism Marketing Corp., 1996, Office of Marketing Research, Tallahassee.

⁴ Florida Department of State, Division of Historical Resources, Bureau of Historic Preservation, 1988, Preservation, Florida Tourism and Historic Sites, Tallahassee.

⁵ Preservation Alliance of Virginia, 1995, Virginia's Economy and Historic Preservation, Staunton, VA.

⁶ Summer 2002 Travelometer, Travel Industry Association of America, Washington, D.C.

⁷ Geiger & Associates, 1991, Heritage Tourism Marketing Plan for the State of Florida, Tallahassee.