A Vision

for

Louisiana Public Libraries

Library Services and Technology Act
2018-2022 Plan

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State Library of Louisiana Mission statement

The State Library of Louisiana's mission is to foster a culture of literacy, promote awareness of our state's rich literary heritage, and ensure preservation of and public access to informational, educational, cultural, and recreational resources, especially those unique to Louisiana.

A Vision for Louisiana Public Libraries

As a state, Louisiana epitomizes the "best of times and the worst of times." Louisiana has a vibrant and unique culture unlike anywhere else, extensive natural resources, a friendly and hospitable populace, world-renowned cuisine, a thriving tourism industry and strong public libraries that are no more than a 20-minute drive for any Louisianan. At the same time, Louisiana often ranks near the bottom of most national rankings, such as high school completion rate, educational attainment, per capita income, funding for the arts, adult literacy, school readiness, decrease in crime, etc. And, consequently, Louisiana ranks near the top in such measures as obesity, unhealthiness of population, prison recidivism, violent crime, new cancer cases, high school dropout rate and child poverty. Louisiana has many assets, many problems and strong local identity.

This characteristic of strong local identity and pride in community has resulted in a unique structure for public libraries in Louisiana. There are 340 public library buildings in the State, organized into 68 public library systems. Although the State Library was instrumental in the development, each system is governed and funded locally; the State Library provides leadership and guidance, but does not oversee or govern the public libraries. For the most part, each library system provides parish-wide (county-wide) library service. Originally, public libraries in Louisiana were created by the "demonstration method," whereby staff of the State Library went out and established a library in a parish for a year to demonstrate the benefits of libraries to citizens who had never seen one. After a year, the taxpayers voted to tax themselves for ongoing operations of the libraries and took over local governance and control.

The characteristics of Louisiana public libraries range from very well-funded to very poorly-funded; most are funded by local property taxes, so although the funding may be low, it is relatively stable. Thirty percent of the public library systems in Louisiana do not have an MLS director; many have no trained librarian on staff at all. In many public libraries, staff members with a high school diploma are providing daily reference services, doing cataloging and selection, providing readers' advisory to children and supervising other staff. Over the past five years, there has been significant turn-over in library directors. This is both an advantage and a challenge. Many come without administrative experience and there is a loss of "institutional knowledge." At the same time, it is sometimes easier to get buy-in for new ideas and change from new directors.

This plan supports a vision for the Louisiana public library as a vital, integral and valued anchor in its community, dedicated to social, economic and technological advancement. Louisiana public libraries are not warehouses of materials, but places of interest, destinations and places to seek help. To achieve this vision, libraries need to acquire the staff skills, reputation, vision and resources required to contribute to their communities in the 21st Century.

As this plan progresses, the following values contribute to the efficacy and suitability of the goals:

Values

The State Library of Louisiana, its Board of Commissioners and staff value:

- Equal access to information for all citizens;
- The literary and cultural heritage of Louisiana;
- Intellectual freedom; and
- Reading.

Needs Assessment

Use of public libraries in Louisiana continues to grow. Almost all categories on the annual statistical reports show an increase. Over the past nine years, many state agency local offices have closed and told their clients to get services online via the local public libraries. This has placed a burden on public libraries since many do not have the staff, training or infrastructure to handle such requests. Patrons often expect public library staff to answer their questions about unemployment compensation, food stamps, insurance, disability, social security benefits, etc. During this time the State Library has tried to take a leadership role by reaching out to state agencies to advise them of the problems that arise when public library staff are asked to support social service programs, which is outside their mission. Several state agencies have approached public libraries asking them to sign agreements which are not in the best interests of the library. In these situations, the State Library has advised the libraries not to sign and has made an attempt to contact the state agency to explain the limitations on what public library staff can legally do.

Each year, the State Library conducts a survey of public library directors' satisfaction with the services provided statewide. In some years, participants are asked to rank State Library services in terms of importance. In the 2016 survey the five top future priorities identified were consulting and answering questions, providing staff training, supporting technology, E-rate assistance, and access to databases. The most important identified service currently offered was interlibrary loan.

On an ongoing basis, satisfaction surveys of workshops and training participants reveals that there is a high degree of satisfaction with the continuing education program delivered. While they would like to have training in person, they are becoming more

receptive to online training. The State Library is one of the largest supporters of and participants in the Library Support Staff Certification Program. Louisiana has the highest number of certification completions of any other state, when calculated on a percentage basis. Support of the public library directors for the program has been phenomenal.

The picture for education in Louisiana is particularly disheartening. Only 63% of Louisiana fourth graders read above the basic level and even fewer are actually reading at the proficient level (Kids Count, 2015). According to the same report in 2015, Louisiana is third highest in the number of teens not in school and not high school graduates. This is 50% higher than the national average. As far as higher education is concerned, Louisiana also has far fewer college graduates than other states. Only 22.5% of Louisianans over the age of 25 have a bachelor's degree or higher. This is 24% lower than the rest of the country (U.S. Census).

It is no wonder that the median household income in Louisiana is below the national average. The median income here is $45,047 which is 16% below the rest of the country (U.S. Census). The labor participation rate is 60.3% in the state versus 62.8% nationally; fewer people in Louisiana are even trying to find jobs (LA Works). According to the September 20th, 2016, Associated Press, the Louisiana unemployment rate was flat in August 2016 at 6.3 percent…Louisiana retained the fourth-highest jobless rate among states, with Alaska worst at 6.8 percent. The nationwide jobless rate stayed flat at 4.9 percent. As other states are recovering from the Great Recession, Louisiana is still very much in recession. There is hope, however, with the new administration of Governor John Bel Edwards who assumed office in January 2016. To date, the governor has already called 4 special sessions of the legislature to deal with the budget crisis.

In March 2017, two focus group meetings with public library directors were conducted online. The key issues facing libraries over the next five years were: keeping up with technology, older buildings, personnel costs and the need for promotion and advertising of library services. There was much discussion about the poor level of literacy in many communities. As one participant said, "They can't use the databases if they can't read to begin with." There has been an overall lack of appreciation for education and learning in Louisiana. If the state is ever to move forward on so many fronts, increasing the literacy level of the general population is critical. Also the need for early literacy programs was expressed. Some Louisiana libraries are doing exceptional work with early literacy and outreach to day-care centers and schools. Much more needs to be done. It was suggested that the State Library replace the early literacy consultant position that was eliminated in past budget cuts. The issue of succession planning arose. Directors reported that many MLS job applicants do not possess the basic knowledge or skills to be a manager or administrator upon completion of the MLS degree from LSU SLIS. Two courses that are critical to new graduates, Management and Public Libraries, are no longer core courses. Hence, students that may want to take these courses cannot because they are not offered often enough. Library directors expressed a critical need for the content of these courses to be covered elsewhere if LSU SLIS is not going to do it.

In May 2017, a facilitated focus group meeting with members of the LSTA Advisory Committee revealed that the top three services they need from the State Library over the next five years include marketing support, providing data and teaching people how to use it and all things related to technology. It was very clear in all three focus group meetings that the need for general marketing of existing library services is critical. So many people do not know what is available in their local library; many may not have stepped into a library since high school. The State Library recognizes that this is a critical need and will make every effort to increase general marketing efforts when the budget allows, by replacing the communications director position which was eliminated in 2015. It is understood that general marketing activities cannot be funded with LSTA money, but it is mentioned here because the need generated so much discussion.

A planning meeting was also held with State Library department heads. Their SWOT analysis revealed that the State Library has a highly dedicated and competent staff, but there is a real shortage of manpower. The employee count has been reduced by almost 50% over the past ten years, leaving the remaining staff trying to keep all services going. At present, the building is open to the public only 20 hours per week. The morale is suffering since staff have not had raises in nine years. Much of the hardware and software is becoming obsolete and is already out-of-warranty. There is an anti-tax sentiment among the general population in Louisiana as in the rest of the country.

On a more positive note, the SWOT analysis also revealed that there are many causes for hope. There is a new administration that seems willing to take the budget issues on head first. The State Library falls under the Lieutenant Governor and he is very supportive of library services and has committed to improving library funding. Many new public library directors in the state bring with them new ideas and a willingness to adopt change.

The department heads reviewed results of all surveys, statistics and focus groups and identified the following overarching needs: Keeping pace with technology/trends/access /training, increasing literacy levels, having a statewide marketing plan, providing information and training and interlibrary loan. Again, the need for marketing was identified, but will not be supported with LSTA funds, except when promoting a particular LSTA-funded service or project. Of course, additional funding is needed, but in the facilitated session, department heads were not allowed to say that seeking better funding was a goal of the plan. Money is a tool to accomplish other things; it is not a goal in itself.

Another theme that flowed throughout all focus groups and surveys was the need for technology support. In this area, the State Library has already made great strides over the past seven years. However, continued budget cuts, travel freezes and layoffs have strained State Library staff to the point that most support is remote. Staff only go on site to public libraries when absolutely necessary. Many small, rural libraries do not have dedicated, trained IT staff. Their support may come from someone locally who is "good with computers" and is not professionally trained to handle the more complex networking and telecommunications issues that often arise. At the same time, there are larger, well-funded libraries with dedicated IT staff that are pushing ahead and implementing new

technologies. The difficulty for the State Library is to remain relevant to the larger libraries while supporting smaller libraries and doing so with its own ageing infrastructure.

Strategies for addressing all of the above-mentioned include increased emphasis on partnerships and outreach, especially with other state agencies and school libraries; continued leveraging of economies of scale where feasible; provision of services and tools to assist in improving the literacy level of Louisianans, especially early literacy efforts; and enabling libraries to expand outreach and promotional opportunities to gain greater visibility and usage of their services, especially those provided through LSTA funding.

While there are many problems endemic to Louisiana, there are many positives. Usage of public libraries continues to grow. All public libraries offer e-books and all offer wireless connectivity. Database logons continue to grow, especially thanks to implementation of Geo-location authentication, making it much easier to access the databases remotely. Louisiana has a rich literary and cultural heritage of which its people are very proud. Many in Louisiana are not aware of their own literary heritage and learn about it through the annual Louisiana Book Festival.

Service to persons with disabilities continues to be a recognized need in Louisiana. Louisiana does not have sub-regional libraries, so the State Library is the only entity providing library services for this community. There is significant need for additional outreach to this community since many of them still do not know about the services. In January 2017, the Talking Books and Braille Library staff held several facilitated meetings to develop its first strategic plan. The top five patron needs identified during the planning session were:

- The need for information and referral service
- More outreach
- Disability education for caregivers and newly-disabled
- Literacy programs
- Re-open Louisiana Voices Studio

The highlights of the new plan are to strengthen the information and referral services of the department and to establish an early literacy program for children with disabilities.

At present the State Library provides books via interlibrary loan and reference services to those incarcerated in state facilities. State Library ILL and reference assistance are heavily used by some institutions, and not at all by others. Repeated outreach to the Department of Corrections has not resulted in an interest in promoting library services to their constituents. Additional avenues of communication and outreach need to be investigated, especially since almost half of all Louisiana prisoners released will return to prison within 5 years. (LA Dept. of Corrections).

In general the overarching needs in Louisiana fall into four major categories:

- Continuing education and support
- Improved literacy levels, especially early literacy

- Serving special populations
- All things related to technology

Methodology

This plan encompasses the input from annual written public library director surveys of needs, two focus groups with public library directors held via webinar, a State Library staff brainstorming session and a formal, facilitated planning session with the LSTA Advisory Committee. Various statistical resources and the results of the biennial Talking Books and Braille Library user surveys and workshop evaluation forms were also consulted. The following goals encompass the feedback and consensus of the stakeholders. The goals and needs are evaluated annually via the public library directors' satisfaction survey. Statistics are reported quarterly to the Louisiana Performance and Accountability System (LaPAS).

Overarching Goals

Goal 1: Develop a competent, literate and knowledgeable citizenry that can benefit from increased educational opportunities and a lifelong love of reading and learning.

Needs Addressed: Improved literacy levels, especially early literacy; services to special populations

LSTA Priorities Addressed: 1, 4, 5, 6, 7

LSTA Focal Areas Addressed: Lifelong Learning, Information Access, Human Services, Civic Engagement

Strategies:

- Promote books, reading and the benefits of education and literacy.
- Target early readers for literacy efforts.
- Make information resources and reading materials available to all Louisianans in whatever format required.
- Partner with other state agencies to make effective use of library services by their respective clienteles.
- Make personal learning and education more readily available and convenient for all Louisianans.
- Provide programs for improving literacy and basic life skills.

- Support public library programs doing all of the above.
- Increase outreach to prison wardens to encourage them to provide library services to the incarcerated.

Objectives:

- Develop an early literacy program that can be replicated statewide. (2020).
- Continue to provide electronic resources for job seekers, career changers and residents of correctional institutions. (ongoing)
- Provide homework help to all Louisiana students. (ongoing)
- Continue to support reading and literacy efforts of those with disabilities.(ongoing)
- Continue interlibrary loan and van delivery services for Louisiana libraries. (ongoing)
- Continue to deliver the high-quality annual Louisiana Book Festival as measured by attendee comments.

Activities/Programs:

- Literacy Programming. Existing programs as HomeworkLouisiana would continue. An additional consultant in Library Development would concentrate on basic literacy and work with public libraries, other state agencies and literacy organizations to coordinate and effectively raise the reading level of readers, both young and old. Replacing this position, which was eliminated due to budget cuts, would re-invigorate the earlier program. Specific activities of this person would include:
    - Develop turnkey early literacy programs for public libraries to use. (2021)
    - Reach out to other state and local agencies that have a mission to increase literacy and assess where libraries can help. Develop partnerships with agencies and organizations in early childhood development and reiterate the role of public libraries in early literacy and educations. (2020)
    - Develop turnkey adult literacy and life skills programs for public libraries to use with their patrons. (2022)
    - Continue to provide HomeworkLouisiana statewide and train librarians to promote its use. (ongoing)

- Talking Books and Braille Library (TBBL): This program currently serves approximately 6,000 users in their homes and in institutions. In the coming years, the State Library needs to convert to digital format and mark up the analog recordings from the Louisiana Voices program. Public library staffs need additional training in serving individuals with disabilities. TBBL has received recent requests for an early literacy program for blind children. Specific activities include:
    - Develop early literacy program to include materials and instructions for parents. (2020)

- Reformat locally-recorded Louisiana Voices books to digital format by 2021 and submit to BARD for distribution.(2022)
- Continue the TBBL adult reading program and online book club discussion group (ongoing)
- Deliver training for public library staff in how to provide services to those with special needs. (annually)
- Establish a Facebook page for TBBL to further promote its services. (2018)
- Distribute information packets about TBBL services to every public library. (2018)

➢ Children's Programming: The State Library will continue to be a member of the national Collaborative Summer Library Program (CSLP) and to train public library staff in implementing the program. The Louisiana Readers' Choice (LRC) Program, now including a teen component, has become very successful with more than 20,000 students participating annually. Specific activities include:

- Continue to provide leadership for summer reading programs. (ongoing)
- Continue to expand and promote teen component of the Louisiana Readers' Choice programs. (ongoing)
- Continue to highlight the Teen HQ component of the annual Louisiana Book Festival. (ongoing)
- Expand and promote children's and teen authors at the book festival. (ongoing)
- Continue to provide homework help to all students in Louisiana (ongoing).

➢ Interlibrary Loan: The State Library supports an interlibrary loan system (LoanSHARK) for all public libraries and provides access to OCLC's Worldcat via ISO-ILL, thus enabling public libraries to do their own OCLC borrowing. The State Library currently pays all OCLC charges for this service on behalf of the public libraries. Although pared down in recent years due to budget cuts, the State Library continues to pay for courier services to academic and public libraries throughout the state. Specific activities include:

- Continue to support the LoanSHARK system, including ISO-ILL. (ongoing)
- Expand the courier service back to 5 days per week when budget allows. (2020)
- Provide training for ILL staff in public libraries as needed. (ongoing)
- Investigate other consortial borrowing agreements with Auto-Graphics customers, outside of OCLC. (2018)

➢ Louisiana Library Connection (LaLibCon) virtual library: The State Library negotiates and pays for statewide access to educational and informational electronic resources. In addition, the State Library manages all patron authentication for electronic resources, even those licensed by individual libraries. Implementation of Geo-location authentication in 2014 increased use of the databases by 700%. Additional work needs to be done to make it even easier to

find credible information, whether it be found in licensed databases or on the public web. Specific steps include:

- License and implement a discovery service to bring together licensed databases, library catalogs and free high-quality Internet resources. (2021)
- Institute aggressive statewide marketing and training campaign to create awareness of public library electronic resources. (2018)
- Redesign LaLibCon portal to provide easy access to digital information for all users, customizing it as needed for specific populations such as children and youth. (2022)
- Obtain vendor pricing to extend access to resources to K-12. (ongoing)
- Develop mechanism to survey end users to assess satisfaction with and value of electronic resources. (2022)

- Services to Prisons. Currently the State Library provides ILL and reference services to a number of prisons. Unfortunately, not all prison wardens recognize the benefits of library services and education to their inmates.
  - Continue to try to get the support of the Department of Corrections for quality library services. (ongoing)
  - Continue to provide training to trustees running the existing prison libraries. (annually)
  - Increase the number of items in the Hi-Lo collection. (2019)
  - Increase the number of prisons using State Library services. (2022)
  - Work with prison vendors and wardens to increase access to State Library resources. (ongoing)

- Louisiana Book Festival (LBF): In 2009, attendance at the LBF exceeded 30,000 people. Due to lack of staffing, it was not held in 2010. Since it returned in 2011, attendance has continued to increase. The LBF has become an internationally-known festival and a credit to the literary heritage of Louisiana. Specific activities include:
  - Continue to present the annual Louisiana Book Festival to promote literacy, books and reading (ongoing).
  - Develop a comprehensive communications plan for promoting the festival. (annually)

Key Measures:

- Provide at least 5 turnkey literacy and life skills programs for public libraries by 2022.
- Maintain usage of Talking Books and Braille Library (TBBL) materials at 180,000 annually.
- Complete conversion of 300+ Louisiana Voices recordings to digital format by 2022.
- Continue participation in children's literacy programs to reach more than 100,000 participants annually.
- Public libraries will share at least 60,000 items annually among themselves via interlibrary loan.

- Tutoring sessions on *HomeworkLouisiana* will exceed 30,000 annually.
- Increase attendance at LBF to at least 20,000 by 2020.
- Increase services (loans, questions answered, number of institutions) to correctional facilities by 5% by 2022.
- Implement discovery service for Louisiana Library Connection resources. (2021)

Goal 2: Encourage digital and information literacy among the general population and facilitate Louisiana residents in taking advantage of all benefits of technology, thus decreasing the Digital Divide. .

Needs Addressed: technology, continuing education, literacy

LSTA Priorities Addressed: 1, 2, 7

LSTA Focal Areas Addressed: Lifelong Learning, Information Access, Human Services, Civic Engagement

Strategies:

- Increase opportunities to gain digital skills among library staff.
- Facilitate technology training for the public at their local public library.
- Support public library technology infrastructure to optimize available resources.
- Seek partnerships and collaboration with other libraries and institutions when appropriate.

Objectives:

- Provide regional technology training for public library staff. (2019)
- Seventy-five percent of public libraries will provide formal technology training for their communities by 2022.
- Provide a train-the-trainer multi-day workshop to enable public library staff to offer technology training to their public. (2020)
- Continue to provide a program of coordinated on-site technology support to public libraries to enable them to meet the needs of their communities. (ongoing)
- Perform at least 3 on-site technology audits of public library networks per year.(beginning 2018)

Activities/Programs:

- Technology training for public library staff: After the end of the BTOP program, state-library-sponsored technology training decreased. The State Library will sponsor a series of technology workshops for public library staff several times per year at different locations around the state. Tasks include:
    - Provide a train-the-trainer multi-day workshop to enable public library staff to offer technology training to their public. (2020)

- Provide regional technology training for public library staff. (2019)
- Continue to provide presentations and training as part of the annual Staff Day conference. (annually)
- Continue to host and sponsor the annual Tech Fest day of technology updates and training. (annually)

- Technology training for the general public: Many larger Louisiana libraries already provide technology workshops delivered by library staff. Many of the smaller libraries do not have staff available to do this; some do not have space to do it. The State Library needs to increase support for those libraries not currently offering technology training. Specific steps include:
  - State Library staff will travel to regional locations to provide end-user technology training. (2020)
  - State Library staff will work with local libraries to identify and train community members to deliver technology training. (2019)
  - The statewide electronic resources portal will continue to offer links to free, vetted, online technology training.(2018)
  - Continue to provide high-quality technology training materials and turnkey workshop packets to public libraries. (ongoing)
  - Provide funding support to allow libraries to hire local community members to deliver technology training. (2021)

- Technology Support: State Library IT staff travel to public libraries to assist with various technology projects such as installation of a new server, re-configuring a network, training local staff in IT tasks including maintenance and upgrades, etc. Budget cuts and travel freezes in recent years have resulted in most support being delivered remotely via the Bomgar appliance. Specific tasks include:
  - Site visits to public libraries to assess needs, help with IT projects, perform technology audits, etc. (2018)
  - Continue remote support as needed. (ongoing)
  - Provide centralized wireless network management and statistics to libraries requesting it (ongoing)

Key Measures:

- Conduct technology audits of at least three public library networks per year. (2018)
- Seventy-five percent of public libraries will offer end-user technology training by 2022.

Goal 3: Increase the capacity of Louisiana public libraries to meet the needs of their communities and to make the public library the center for civic engagement.

Needs Addressed: technology, continuing education, increased educational opportunities for library staff

LSTA Priorities Addressed: 1, 3, 7

LSTA Focal Areas Addressed: Institutional Capacity, Civic Engagement

Strategies:

- Facilitate and enable groups of public libraries to collaborate on cooperative projects.
- Emphasize atmosphere of assessment and data-driven decision-making among library directors and assist them in formal planning efforts.
- Encourage cooperation and centralization of services to streamline public library processes to make the most effective use of existing resources.
- Continue a robust program of training for public library staff.
- Develop and deliver at least one more 10-week online course designed to meet the criteria established for the Library Support Staff Certification Program.
- Seek vendor sponsorship of presentations and training so that outside speakers may be invited.
- Continue to facilitate public libraries' applications for E-rate assistance.

Objectives:

- Provide leadership and training for new directors and future directors. (ongoing)
- Convene meetings of public library staff around identified topics to facilitate their partnering and networking. (ongoing)
- Provide templates and tools for assessment and evaluation of library services. (2019)
- Revise and repeat the topical workshops delivered as part of an earlier leadership grant. (2019)
- Maintain an average of 95% public library participation in the E-rate program.

Activities/Programs:

- Continuing Education and Consulting: The State Library provides continuing education and consulting for all segments of public library service delivery and in various technology topics for public library administrators and trustees. This program will continue since it was one the five most-valued services mentioned by the public libraries. Adoption of webinar technology in place of classroom delivery of training is widespread among the public libraries. Recently identified

needs are in literacy and basic life skills and early literacy. Specific activities include:

- Continue program of webinars and classes, including Staff Day sessions and Tech Fest. (ongoing)
- Continue executive training via the semi-annual Administrative Conference. (ongoing)
- Continue program of consulting and site visits to provide leadership and direction to public libraries. (ongoing)
- Develop and deliver at least one more Library Support Staff Certification Program course. (2019)

- New Director and Leadership Training: Forty-eight percent of Louisiana public library directors are new to their positions in the last five years. Although the State Library offers a one day individual orientation to new directors, much more needs to happen. There needs to be an ongoing program of new director support as well as a program to train the next generation of leaders. Specific activities include:
  - Developing a two-day workshop for new directors to be held as needed. (2018)
  - Repeating the eight one-day topical leadership workshops identified in the 2009 Leadership Institute. (2019)
  - Continue to provide new trustee training on site as requested and offer workshops every other year.
  - Develop and deliver a workshop on using data, statistics and surveys.
  - Develop and deliver courses on Louisiana public library administration and public library management to be offered to library school students in the absence of graduate courses on these subjects.

- E-rate Assistance: Louisiana libraries have a long history of making very effective use of the e-rate program, both for Internet connectivity and for basic telephone service. The State Library intends to continue supporting this service as long as the E-rate program is available. This is one of the most valued services offered by the State Library. Specific activities include:
  - Provide individual library counseling when filling out E-rate forms. (annually)
  - Provide news updates and deadline reminders to the public libraries participating in the E-rate process. (ongoing)

Key Measures:

- Perform consulting visits to at least 20% of public library systems per year.
- Provide at least 75 continuing education opportunities per year for a minimum of 750 public library staff.
- Develop and deliver one more new LSSCP course.

Coordination Efforts

Implementation of this plan will require coordinating efforts with the academic libraries, schools and the public libraries. These programs will not duplicate efforts going on at the Department of Education or Louisiana Workforce Commission.

Evaluation Plan

Ongoing monitoring and evaluation of LSTA-funded projects will be accomplished using data from the quarterly Louisiana Performance Accountability System (LAPAS) reports, the annual public library directors' satisfaction surveys, the public libraries' annual statistical reports, workshop evaluations, biennial TBBL patron surveys and other means of assessment. Conduct at least one more survey to assess satisfaction with current suite of statewide databases.

Stakeholder Involvement

State Library of Louisiana planning for the next five years has encompassed multiple activities:

- A review of the accomplishments of the past five years;
- A review of the most recent annual survey among public library directors;
- Two public library focus groups held via webinar;
- One facilitated staff planning session to assess the current environment (SWOT) and identify overarching needs;
- A facilitator-led planning meeting with the LSTA Advisory Committee; and
- A review of various statistical publications.

On an annual basis, the State Library conducts satisfaction surveys of public library directors and makes adjustments in services as needed. Workshop evaluation forms are used to assess satisfaction with training and to look for new topics for training. In September 2016, the State Library conducted its first ever survey of public library staff to assess how well the statewide electronic resources were meeting the needs of their users. Several changes to the suite of databases were made. After the annual Louisiana Book Festival, evaluation forms are collected and reviewed. Public library directors and the State Library staff anxiously peruse the annual statistical report to look for trends.

Stakeholder involvement in the five-year plan consisted of two facilitated online focus groups with public library directors, a staff brainstorming session and a facilitated three-hour planning session with the LSTA Advisory Committee. Results of those discussions are provided in the Needs Assessment portion of this plan.

Communication & Public Availability

Once approved by Institute of Museum and Library Services (IMLS), the new five-year plan will be posted to the State Library's website and distributed via email to the LSTA Advisory Committee, the public library directors and legislative and governing officials. In addition, it will be distributed throughout the state via the Louisiana State Documents Depository Program.

Progress in accomplishing the goals will be reported annually in the *State of the State Library* address at the Louisiana Library Association conference, in the state's LAPAS reporting system and at various meetings with public and academic library directors and at the annual Public Library Staff Day conference. Any changes to the plan will be made with stakeholder involvement and sent to IMLS for approval.

Monitoring

All Louisiana state agencies are required to input quarterly statistics into the Louisiana Performance Accountability System (LAPAS). These statistics are composed of both output and outcome measures and show progress toward goals; this website is available to the general public. Many of the performance measures used in evaluating this five-year plan are the same ones reported on the State system.

The State Library collects annual statistics from the public libraries currently via BiblioStat Collect, reports the findings to IMLS and publishes an annual report in both print and electronic form. This will be a major resource for tracking and monitoring success of statewide programs.

Responsibility for gathering statistics and feedback and evaluating success of programs will rest with the Deputy State Librarian and the Associate State Librarian for Library Development.

Resources Consulted

American Library Association. *Digital Inclusion Survey, Executive Summary*, 2014
http://www.ala.org/research/digitalinclusion
State Level Details
http://digitalinclusion.umd.edu/state-details-2014/LA

American Library Association. *Future of the library: trends.*
http://www.ala.org/transforminglibraries/future/trends Consulted March 1, 2017.

Kids Count Data Center. *Fourth grade reading achievement levels*
http://datacenter.kidscount.org/data/tables/5116-fourth-grade-reading-achievement-levels?loc=20&loct=2#detailed/2/20/false/573,36,867,38,18/1185,1186,1187,1188/11560
Consulted March 1, 2017. Consulted February 27, 2017.

Kids Count Data Center: *Teens ages 16 to 19 not in school and not high school graduates*
http://datacenter.kidscount.org/data/tables/73-teens-ages-16-to-19-not-in-school-and-not-high-school-graduates?loc=20&loct=2#detailed/2/20/false/573,869,36,868,867/any/380,381
Consulted June 13, 2017.

Louisiana Department of Corrections, *Briefing Book:*
http://www.doc.la.gov/media/1/Briefing%20Book/Apr_17/rec.adm.rel.apr.17.pdf
Consulted June 13, 2017.

Louisiana Performance and Accountability System.
http://www.doa.la.gov/Pages/opb/lapas/login.aspx

Louisiana Workforce Information Review 2016, Statewide Report. *Labor Force Participation Rate*
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LSTA Priorities

1. Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
2. Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;
4. Develop public and private partnerships with other agencies and community-based organizations;
5. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved;
7. Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan. 20 U.S.C. § 9141(a)(1-8).

LSTA Focal Areas

- Lifelong Learning
  - Improve users' formal education
  - Improve users' general knowledge and skills
- Information Access
  - Improve users' ability to discover information resources.
  - Improve users' ability to obtain and/or use information resources.
- Institutional Capacity
  - Improve the library workforce
  - Improve the library's physical and technological infrastructure
  - Improve library operations
- Economic & Employment Development
  - Improve users' ability to use resources and apply information for employment support
  - Improve users' ability to use and apply business resources
- Human Services
  - Improve users' ability to apply information that furthers their personal, family, or household finances
  - Improve users' ability to apply information that furthers their personal or family health & wellness
  - Improve users' ability to apply information that furthers their parenting and family skills
- Civic Engagement
  - Improve users' ability to participate in their community
  - Improve users' ability to participate in community conversations around topics of concern.