State Library of Iowa

LSTA Five Year Plan 2008-2012

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Institute of Museum and Library Services
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Approach to Planning

The 2008-2012 Library Services and Technology Act (LSTA) Plan represents a blueprint for the State Library of Iowa's federally funded activities over the next five years. We feel we have been successful in striking a balance between challenging ourselves to achieve more and being realistic about what we can actually accomplish with current human and financial resources. We have incorporated "Lessons Learned" from the previous five year plan. These include:

- **Continue to use LSTA funding primarily for projects of statewide impact,** an emphasis based on input from the Iowa library community.
- **Consider carefully the ramifications of taking on additional projects.** We have carefully selected a few, new projects.
- **Leverage staff resources and non-federal funding to carry out our LSTA plan.** A number of programs and services identified in the plan also use state funding, including the State Data Center, Iowa Publications Online, Direct State Aid, Open Access and Access Plus.
- **Measure progress regularly and frequently.** We plan to review our progress in implementing the plan at least quarterly and will ask the Iowa Commission of Libraries to review progress annually.
- **Write objectives that come closer to identifying impact.** We believe our target outcomes are do-able and come closer to measuring impact.

Mission Statement:

The State Library advocates for Iowa libraries and promotes excellence and innovation in library services in order to provide statewide access to information for all Iowans.

Statewide Vision for Library Services:

Each Iowan will have equal access to information and ideas in order to participate knowledgeably and productively in a democratic society and to lead an enriched life through lifelong learning.

Needs Assessment Overview

The State Library of Iowa used a number of data sources to conduct the needs assessment for the LSTA Five Year Plan, 2008-2012. A description of the sources is included below:

- In 2005, we asked public library staff on the Town Meeting workshop evaluation, "What is the most important thing the State Library does for you?" and "What programs/services NOT currently provided by the State Library and the Library Service Areas would help your library be successful if they were

provided?" (Annual Town Meetings are held in-person, in seven locations around the State. The purpose is to provide public library directors and staff with an opportunity to learn about major issues affecting libraries, gain ideas for improving programs and services and get to know State Library and Library Service Area staff better. Secondly, and perhaps, more importantly, they are a vehicle for State Library staff to spend face-to-face time with our customers to learn what issues they are facing and in general, to help us stay in touch with the needs of our customers. On average 350 public library staff members attend each year.)

- In 2006, State Library staff identified findings from two national studies relevant to Iowa libraries: *Long Overdue: A Fresh Look at Public Attitudes About Libraries in the 21st Century Agenda* (Public Agenda), 2006, http://www.lff.org/long_overdue061306.html and *Perceptions of Libraries and Information Resources* (OCLC), 2005, http://www.oclc.org/reports/2005perceptions.htm

- In 2006, during annual Town Meetings, we provided an overview and facilitated a discussion with public library staff of *Long Overdue* and *Perceptions of Libraries*. During the discussion, a State Library staff member took notes to capture audience reaction to the reports.

- Immediately prior to four of the seven 2006 Town Meetings, outside facilitators conducted focus groups about the State Library's new Web site unveiled on April 1, 2006. In addition to questions about the content and navigation of the Web site, the facilitators asked participants about their general perceptions of the State Library.

- In 2007, we asked the Iowa Library Service Area (LSA) administrators and consultants to identify what they saw as the greatest needs and issues faced by Iowa libraries. (Each of the seven LSAs serves libraries in a geographic area of the state; primary services are one-on-one consulting and continuing education).

- In 2007, the Iowa Commission of Libraries, the State Library's governing and policy-making board, reviewed the LSTA Five Year Plan Evaluation, 2003-2007. Commission members were also asked to set the direction for the LSTA Plan, 2008-2012.

Data from the sources above were compiled and distributed to the State Library's Library Development staff. The staff analyzed them at a series of planning meetings and identified what they saw as the greatest needs / issues faced by Iowa libraries. The State Library's Management Team identified five goals for the 2008-2012 LSTA Plan. In subsequent meetings, Library Development staff identified strategies to meet the goals and developed targeted outputs and outcomes.

Goal 1

Need 1: Summary needs assessment

There are major challenges to providing Iowans adequate and equitable access to information and materials through their libraries. Of 543 independent public libraries, 416 or 77% are located in towns with populations of less than 2,500. Total expenditures, collection expenditures, collection size and access to technology vary widely. According to the FY06 *Iowa Public Library Statistics*:

- Per capita expenditures by Iowa public libraries ranged from $2.89 to $196.82; the statewide median per capita expenditure was $43.11 (50% of the libraries were below this amount; 50% above).
- Annual collection expenditures ranged from $29 to $1,530,696. The statewide median collection expenditure was $9,100.
- Collection size ranged from 1,646 to 526,735. The statewide median collection size was 13,730.
- The number of public Internet computers per library ranged from 0 to 130. The statewide median for number of public Internet computers per library was 4.

To be competitive in the 21st century, Iowans need access to high quality information regardless of geographic location, income or education level.   In the last five years, the percentage of Iowa libraries with high speed Internet access rose dramatically from 20% to the current 89%. However, libraries need ongoing help with technology in general and particularly in sustaining public access computing.

The role of the library as place has emerged in recent national studies as stronger than ever. Iowans need accessible, welcoming, functional library buildings. Iowans also want access to unique, local history information and Iowa libraries have requested help with digitization of local historical materials.

Finally, Iowa libraries need to reflect both demographic changes and customer demand in their materials, services and programs. In a number of public libraries, young adults or teenagers (defined as ages 12-18) can be the "forgotten" clientele. Collections and services are provided for children and for adults, but young adults can be inadvertently neglected in staffing, budgeting, and collections and services. According to *Long Overdue*, 72% of the public said having a safe place where teenagers can congregate should be a high priority for their community.

A second important demographic group is English Language Learners (ELL). The number of ELL in Iowa schools increased by more than 36% between 2002 and 2007.

Third, Iowa ranks seventh among states in the percentage of population age 50 and over, with 32.6% Iowans in that age group in 2006. The number of people age 50 and over in Iowa is projected to grow 6.4% between 2008 and 2012.

We have therefore identified these three demographic groups that Iowa public libraries need to better serve: teens, English Language Learners and baby boomer retirees.

Goal 1: Provide expanded, equitable access to library information, materials and services to all Iowans.

Strategies to Achieve Goal

1) Provide subscription databases to meet the information needs of Iowans.
   a) Continue to provide FirstSearch and EBSCOhost for libraries in Iowa.
   b) Provide additional databases needed by Iowans.
   c) Evaluate quality and cost-effectiveness of databases.

2) Develop Iowa public libraries' capacity to serve teens, English Language Learners, baby boomer retirees.
   a) Offer training and consultation to public library staff.

3) Sustain public access computing in Iowa public libraries.
   a) Support the PLOW project (Putting Libraries on the Web) funded by the Bill and Melinda Gates Foundation.
   b) Administer the Opportunity Online Hardware Grants funded by the Bill and Melinda Gates Foundation.
   c) Offer training and consultation to libraries on: advocacy, computer training for the public, budgeting for computer replacement, identifying broadband options.

4) Offer building consultant grants so that Iowans have accessible, welcoming, functional library buildings.

5) Support Iowa Publications Online, a centralized, electronic depository for documents intended for the general public produced by Iowa state agencies. This service allows Iowans and others to have permanent access to digital state documents even after they are removed from state agency Web sites.

6) Facilitate the digitization of Iowa resources.
   a) Provide leadership in digitization projects including Iowa Heritage Digital Collections, an online repository of Iowa history and culture.
   b) Conduct a pilot digitization project in conjunction with Iowa Heritage Digital Collections.

7) Enhance access to Iowa census and demographic information by improving the State Data Center Web site, increasing the availability of demographic information and helping librarians and Iowans to find and use demographic information.

8) Administer the Open Access Program which gives Iowans access to more library resources by allowing them to check out materials at participating libraries.

9) Enhance HealthInfoIowa, a Web site linking Iowans to high quality, trustworthy health information for the public.
   a) Convert HealthInfoIowa to Plone, an open source content management system.

10) Partner with organizations to make library resources more accessible to those having difficulty using library services.

Key Output Targets:

- Each year, 95% of Iowans will have access to State Library sponsored databases through their public library.
- 80% of public libraries will subscribe to State Library sponsored databases annually.
- The total number of database searches will increase 10% annually.
- 50% of public libraries will participate in training on serving teens by 2012.
- 50% of public libraries will participate in training on serving baby boomer retirees by 2012.
- Total hits to PLOW Web sites will increase at least 10% annually.
- The number of public access Internet computers per Iowa library building will be at the national median by 2012. (Source of data to be used: the national Internet survey)
- The Open Access subsidy per transaction will increase from 30 cents to 40 cents. Based on FY06, this would require an increase in state funding of $360,634, annually.
- 70% of public libraries will complete the national Internet survey each time it is offered.

Key Outcome Targets:

- 90% of libraries subscribing to State Library sponsored databases indicate that the databases allow them to provide access to library information for their customers that they wouldn't otherwise be able to provide.
- 80% of librarians attending training will indicate they have the knowledge and skills to serve teens.
- 80% of librarians attending training will indicate they have the knowledge and skills to serve baby boomer retirees.
- 90% of the librarians participating in the pilot digital project will indicate they have the knowledge and skills to establish a digital collection.
- 80% of participants in PLOW training classes will report that their skills in planning and managing technology and using it effectively with customers have improved.
- 80% of libraries receiving building grants indicate the grant helped them construct a better library.

Goal 2

Need 2: Summary needs assessment

Iowans need high quality public library service, possible only if library staff members are knowledgeable and skilled. According to the FY06 Iowa Public Library Statistics, only 14 percent of the 543 public libraries in Iowa employ library directors with a master's degree in library science. Staff turnover among public library directors of about 20 percent annually compounds the challenge of providing basic library skills training to the 86 percent without an MLS. High staff turnover is due in large part to low salaries.   In towns with populations of 500 to 999, the library director's average hourly wage was $7.44; in towns with populations of 1,000 to 2,500, the average hourly director wage was $9.28.

The State Library offers Public Library Management (PLM) courses designed for non-MLS public library directors. However, approximately 50% of the PLM students are library support staff because there are no other basic skills training programs for them. Library support staff, who are the "face" of library customer service, need training in order to serve Iowans well.

Customer expectations for both traditional and electronic library services, along with continually changing technology, make huge demands on staff in libraries of all types. Library staff members from academic, public, school, and special libraries, with or without an MLS, need training and continuing education in order to best serve their customers.

Iowa's 543 public libraries are governed by boards of trustees with policy-making authority. There are approximately 3,500 Iowa library trustees. To be effective, all trustees need to be well informed about their powers and duties.   Trustee participation in continuing education is an ongoing challenge. In FY06, 161 or 30% of the public libraries reported that their trustees participated in a trustee education programs. It is also a challenge to communicate with library trustees in an effective and timely way. Although the State Library sponsor a trustee electronic mailing list, many trustees do not have e-mail so are not subscribed to this list. To effectively govern, trustees need convenient access to tools, information and training.

Goal 2: Develop the knowledge and skills of Iowa library directors, staff and trustees in libraries of all types.

Strategies to Achieve Goal

1) Administer a certification program for public library directors.
   a) Offer Public Library Management 1 and 2, classes required for certification.
   b) Maintain the certification database used for certification and recertification

2) Develop a certification program and training specifically for library support staff.

3) Provide regular, ongoing training on basic library management skills
   a) Select training topics based on needs assessment and already identified competencies.
   b) Offer training using a variety of delivery methods.
   c) Offer training on: preparing library staff to adapt to change (anticipating customer needs; responding to changing environment/community; establishing work priorities; time management; letting go of activities that are no longer productive); changing technology, especially that used by younger Iowans.
   d) Provide training to address emerging needs.
   e) Provide access to national teleconferences for Iowa library staff members.
   f) Sponsor annual Town Meetings.
   g) Track the number of attendees at State Library-sponsored training activities from school and academic libraries.

4) Provide libraries with advocacy tools.
   a) Enhance the online Telling the Library Story Toolkit.
   b) Provide libraries with advocacy training including helping libraries see themselves as players in city politics.

5) Update and publish the *Iowa Public Library Director's Handbook*.

6) Provide learning tools, training and continuing education for library trustees.
   a) Update and publish the *Iowa Library Trustee's Handbook*.
   b) Maintain and promote the electronic mailing list for library trustees.
   c) Provide trustee tips via the mail list.
   d) Offer trustee training opportunities.
   e) Send a paper mailing at least once a year to all library board presidents to be shared with the entire board. The mailing would provide information to help trustees be effective and inform them about resources available to them.

7) Improve and enhance the State Library's online continuing education catalog.
   a) Improve the administrative interface, including reporting and money handling capabilities.
   b) Add more user capabilities, including connecting the catalog to certification programs.
   c) Convert the catalog to Plone.
   d) Measure customer satisfaction with the catalog.

8) Explore and expand the online learning environment.

9) Maintain a current library science collection at the State Library.

10) Support the Iowa Library Association Leadership Institute.

11) Provide statewide ICN (video teleconferencing) scheduling services.

Key Output Targets:

- Staff from 80% of public libraries will participate in continuing education by 2012.
- Trustees from 40% of public libraries will participate in trustee education by 2012.
- At least two trustee training programs will be offered annually. A basic orientation will be offered every year; the other topic will change each year.
- At least 6 trustee tip sheets will be provided annually.
- A certification program for support staff will be created.

Key Outcome Targets:

- 80% of public library directors will indicate they increased their skills after taking PLM 1 and 2.
- At least 20% of leadership institute participants will fill an ILA leadership position within two years of attending the institute.

Goal 3

Need 3: Summary needs assessment

Learning to read and write is critical for success in school and throughout life. Children prepare to read and write long before they enter school. Brain development research shows that reading aloud to a child every day increases the brain's capacity for language and literacy skills and is the most important strategy for preparing a child for learning to read. According to *Long Overdue*, 74% of the public say that providing early childhood learning programs should be a high priority for their community.

Early literacy is a particular need in Iowa because Iowa ranks third in the country in the percentage of young children with working parents, and in the percentage of school age children with working parents. Because so many Iowa children receive child care outside their homes, information on early childhood literacy development needs to be made available to child care providers.

Public libraries understand their important role in exposing children to books and reading and librarians have historically helped children "get ready to learn" before they enter school. To further embrace this role, librarians need ongoing support in incorporating early literacy strategies into their library story times and other library programs and services.

Research has shown that children who read six or more books during the summer maintain or improve their reading skills, while children who do not lose ground by September. To be successful in school, Iowa children need the reading activities and encouragement over the summer months provided through the annual Summer Library Program.

"Information literate people are those who have learned how to learn. They know how to learn because they know how knowledge is organized, how to find information and how to use information in such a way that others can learn from them. They are people prepared for lifelong learning, because they can always find the information needed for any decision or task at hand." (American Library Association, Presidential Committee on Information Literacy, Final Report, 1989) Librarians – working in libraries of all types – have an important role to play in helping their communities become information literate. Teaching others how to find and critically evaluate information is a unique skill that librarians bring to our information-overloaded society.

Books and reading are essential tools for lifelong learning and enhancing one's quality of life. Iowans need opportunities to read and discuss literature; to reflect on how literature has changed their view of the world; to recognize and celebrate Iowa's literary heritage. These needs are met in part through the Iowa Center for the Book, whose purpose is to stimulate interest in books, reading, literacy and libraries.

Goal 3: Sustain a state of lifelong learners by developing early literacy skills, a love of reading and information literacy skills.

Strategies to Achieve Goal

1) Promote early childhood literacy, the behaviors in young children that precede conventional reading and writing.
   a) Provide training to help Iowa librarians recognize their role in early childhood literacy and provide them with strategies for promoting early childhood literacy.

2) Improve Iowans' information literacy skills, the ability to effectively find, evaluate and use information.
   a) Provide training to help Iowa librarians recognize their role in information literacy and provide them with strategies for promoting information literacy.
   b) Provide training on database searching for librarians.
   c) Enhance the online Information Literacy toolkit.
   d) Conduct the school library survey annually and increase participation in the survey.
   e) Encourage and advocate for strong school library programs that include certified teacher librarians.
   f) Promote and support the "Iowa School Library Program Guidelines: Libraries, Literacy and Learning for the 21st Century".

3) Provide public libraries with high-quality summer reading program materials and training in their use.

4) Provide libraries with consulting on youth services.
   a) When consulting with libraries, emphasize reading and literacy outreach programs in their communities; after school programming; serving teens and English Language Learners; early literacy; and information literacy.

5) Administer the Iowa Center for the Book.
   a) Sponsor *All Iowa Reads* and *Letters about Literature*.
   b) Enhance the Center for the Book Web site by converting it to Plone.
   c) Develop an Iowa Authors list.
   d) Develop a Center for the Book electronic newsletter for the public.

6) Collaborate with organizations that are stakeholders in early childhood literacy and information literacy such as Empowerment boards, Iowa Public Television, and the Iowa Department of Education.

Key Output Targets:

- 70% of public libraries will participate in early childhood literacy training by 2012.
- 50% of public libraries will participate in information literacy training by 2012.
- At least two training opportunities on database searching will be offered annually.
- The percentage of Iowa children ages 5-14 participating in the summer library program will increase from 39% to 45% by 2012.

Key Outcome Targets:

- 60% of library staff will indicate six months after training that they are using early childhood literacy strategies.
- 33% of library staff will indicate six months after training that they are using information literacy concepts in the delivery of reference services and customer training at their libraries.

Goal 4

Need 4: Summary needs assessment

Iowa has a long history of resource sharing among libraries of all types. To facilitate interlibrary loan, Iowa libraries list their books and other materials on the statewide union catalog, the SILO Locator, which contains 4 million bibliographic records and 16 million items. In FY06 Iowa libraries placed 128,677 requests through the Web-based SILO interlibrary loan system. Interlibrary loan is especially important in Iowa because of the disparities in collection size among public libraries. (As stated in Need 1, collection size in public libraries ranged from 1,646 to 526,735. The median collection size was 13,730.) If Iowans are to have equal access to library resources, it is essential that the SILO Locator and interlibrary loan system be maintained.

To facilitate resource sharing, Iowa librarians have expressed a need for a document delivery system. Lorraine Borowski, director of the Decorah Public Library, said, "I am discouraged by the upcoming increase in [postal] rates…I am taking this forum to "vent" my frustrations for having to look at expenses, especially for such a valuable service to our patrons. I wondered if anyone has used other services to ship ILL packages and if so how to find cost comparisons… Because of the budgetary concerns and because of the huge increase in mailing costs for such packages, I am very concerned about the future of the wonderful ILL service and would be more than interested in being part of a discussion/conversation that would explore what can be done to insure such service to library patrons stays intact."

While there is excellent and widespread cooperation among Iowa libraries in traditional resource sharing such as interlibrary loan, additional collaborative efforts among libraries need to be encouraged in such areas as shared library catalogs and shared circulation systems. Of the public libraries that are automated, the vast majority use stand alone systems rather than a system shared with other libraries. Iowans would be better served if they could do one search to view the holdings and shelf status of multiple libraries; public libraries would experience greater efficiency and cost savings if they were part of a shared automation system.

Goal 4: Promote resource sharing and partnerships as a way for libraries to provide cost-effective, high-quality service to Iowans.

Strategies to Achieve Goal

1) Provide a system for in-state interlibrary loan through SILO, a partnership with Iowa State University.
   a) Upgrade the Iowa Locator and the interlibrary loan system.

2) Support other SILO services such as electronic maillists, e-mail service, Web hosting, help desk.

3) Convene a statewide task force to evaluate the advantages, disadvantages and budget feasibility of a document delivery system.

4) Consult with libraries about receiving E-rate discounts.
   a) Certify individual library technology plans.

5) Administer Access Plus which subsidizes libraries for providing interlibrary loan.

6) Obtain product discounts for Iowa libraries.
   a) Participate in the Iowa Educator's Consortium and other buying consortia,

7) Identify opportunities for Iowa libraries to streamline and centralize basic library functions such as acquisitions, processing, and cataloging.

Key Output Targets:

- Iowa libraries will fill 83% of 128,000 interlibrary loan requests annually via SILO.
- The Access Plus reimbursement per transaction will be increased to $2.00. Based on FY06, this would require an additional $75,000 in state funding annually.
- A study on a potential document delivery system for Iowa libraries is conducted.

Key Outcome Targets:

- 90% of librarians contacting the SILO help desk will report that the information received helped them manage public access computing in their library.
- 90% of SILO interlibrary loan participants will indicate they are satisfied with SILO ILL.

Goal 5

Need 5: Summary needs assessment

The State Library's leadership role is cited in the Code of Iowa, 256.51 (f): [The division shall] "foster public awareness of the condition of libraries in Iowa and of methods to improve library services to the citizens of the state."   In this leadership role, we have identified a number of issues that need to be addressed to improve library services to Iowans.

Iowa has significant disparities in public library funding as illustrated by the following statewide averages from state fiscal year 2006:

Per Capita

- $31.90 – the statewide average city funding for public libraries
- $13.15– the statewide average county funding for public libraries

Cents per $1,000 Assessed Property Value

- $1.17 – the statewide average city funding for libraries
- $0.21 – the statewide average county funding for libraries

It is not equitable for one group of Iowans to pay one rate for library service while another group gets the same service for a substantially discounted rate. The Iowa Commission of Libraries, the State Library's governing board, has taken the position that all Iowans should provide equitable financial support for public library service. Iowa libraries need information, tools and encouragement to work toward equitable funding.

A September 17, 2006 *Des Moines Register* editorial said there is a "potential of merged governments to not only operate more efficiently but to offer better quality and a broader range of services to a larger region, perhaps spread across several counties…It's not that local officials oppose merging services… There are examples of cooperative ventures across the state, but they tend to be small-bore efforts, such as jointly purchasing supplies, rather than merging entire city or county departments. Progress is measured in inches, not miles, because of obstacles in the law and in the government structures. As it is, local officials have few incentives to merge with other governments, but those who are willing to try run into a wall on everything from competing labor unions and wage differentials to conflicts in state law over taxing and spending authority." Iowa public libraries, as part of local government, also need ideas, tools, options and incentives for considering and voluntarily implementing larger units of service.

In his 1973 book, *Beyond the Stable State: Public and Private Learning in a Changing Society* D.A. Schön wrote, "The loss of the stable state means that our society and all of its institutions are in continuous processes of transformation. We cannot expect new stable states that will endure for our own lifetimes. We must learn to understand, guide, influence and manage these transformations….We must, in other words, become adept at

learning. We must become able not only to transform our institutions…we must invent and develop institutions which are 'learning systems', that is to say, systems capable of bringing about their own continuing transformation." To provide leadership for the Iowa library community, the State Library must itself become a learning organization, able to assist libraries to thrive in a constantly changing environment.

Goal 5: Strengthen Iowa's libraries through state level leadership and statewide library advocacy, coordination and planning.

Strategies to Achieve Goal

1) Improve city and county library funding so it is adequate and equitable.
   a) Communicate the value of libraries to city and county stakeholders. Educate community leaders about the important role libraries play in communities, and that libraries offer services that cost money to provide, i.e., that cities and counties are paying for library service, not making a donation or offering a gift.
   b) Compare city and county support per capita and per $1,000 assessed property value.
   c) Assess community leaders regarding their perception of libraries and their willingness to increase library funding.
   d) Provide public library directors and trustees with tools they can use to approach counties for increased funding.
   e) Provide public library directors with tools and encouragement to improve library salaries.
   f) Track hourly salary of public library directors by size code and publicize the findings.

2) Provide libraries with options for creating larger units of service
   a) Encourage the passage of legislation which rewrites the Iowa Code section addressing library districts to make it workable.
   b) Identify and create interim steps and models for larger units of service.
   c) Encourage the voluntary formation of larger units of service through consultation, training and incentives.

3) Develop the State Library as a learning organization.
   a) Invest in the skills of State Library staff, particularly skills that will enable them to help libraries thrive in an environment of changing technology.
   b) Use the principle of reflective practice to learn from experience and evaluate how we can constantly improve.
   c) Model these behaviors to encourage them in Iowa libraries: libraries as learning organizations; reflective practice; learned optimism.

4) Use environmental scanning, personal networking and organizational relationships to identify new opportunities for libraries.
   a) Continue to work closely with the Iowa Library Service Areas, Iowa Library Association and Area Education Agencies.
   b) Develop and/or maintain relationships with organizations and agencies that have an impact on libraries such as Councils of Government; Iowa League of Cities; Iowa State Association of Counties; state agencies such as the Department of Management, Cultural Affairs, and Empowerment Board.

5) Conduct the public library annual survey.
   a) Convene a statewide task force to conduct a comprehensive review and update of the survey by 2008. Specifically, revamp or develop survey questions to better measure electronic library use.
   b) As part of the statewide task force, conduct pre- and post surveys of public library directors about whether the survey provides information that is useful to them.

6) Administer the accreditation and standards program for public libraries.
   a) Convene a statewide task force to conduct a comprehensive review and update of *In Service to Iowa: Public Library Measures of Quality* by 2012.

7) Administer Direct State Aid to public libraries.

8) Provide libraries with information, consulting and training about grants and other alternative sources of funding (include the special library levy).

9) Provide information and consulting on technology.

10) Provide information and consulting on library legal issues.

11) Automate State Library data collection processes such as the Open Access report, library trustee information, certification and recertification forms.

12) Maintain and enhance a high quality State Library Web site.

Key Output Targets:

- 65% of Iowa counties will increase library funding by 2012.
- At least five larger units of service are voluntarily formed by 2012.
- The number of Iowa cities that have passed the special library levy will double from 60 to 120 by 2012.

Key Outcome Targets:

- Comparing pre- and post surveys, there is a 20% increase in the number of public library directors who indicate the annual survey provides information that is useful to them.
- 90% of Iowa library staff members surveyed say that the State Library provides effective leadership.
- A survey of libraries that have formed larger units of service indicates that the librarian spends less time on administrative duties and more time on customer service.

Evaluation Plan

Targeted outputs and outcomes identified in the plan include measurement strategies which will be monitored by State Library staff. Customer feedback will be sought as described in the stakeholder involvement and communications sections below. Subgrantees are requested to provide outcome-based evaluation results.

Sources of evaluation data will include records and databases maintained by the State Library. These include the public library and school library annual surveys, registration records from the online continuing education catalog, course evaluation results, library accreditation reports, pre- and post surveys designed to measure outcomes.

Stakeholder Involvement

The State Library requested input and suggestions for the five year plan from the Iowa library community including libraries of all types, the seven Iowa Library Service Areas and the Iowa Commission of Libraries. We notified the subscribers of at least five electronic maillists for libraries that the draft of the plan was available on our Web site. Comments and suggestions were encouraged and received. The 2003-2007 five year evaluation and draft of the five year plan for 2008-2012 were reviewed by the Iowa Commission of Libraries. The goals were approved by the Commission on June 18, 2007.

Historically, the State Library has practiced the principle of stakeholder involvement. As the 2008-2012 five year plan is carried out, the State Library will involve the Iowa library community. Examples of specific projects where involvement will be essential include the pilot digitization project, developing a certification program and training for library support staff, the study of a document delivery system, developing models of larger units of service, reviewing and updating *In Service to Iowa: Public Library Measures of Quality* and the public library annual survey. Finally, the Commission will review progress in implementing the plan at least once annually.

Communication and Public Availability

The LSTA Five Year Plan 2008-2012 will be available on the State Library's Web site. The Web site was redesigned as of April 2006, and a section of it is devoted to LSTA information, http://www.statelibraryofiowa.org/ld/lsta. Web site visitors may navigate to the information or use the Web site's improved searching capability. Through electronic mailing lists, we will notify the Iowa library community when the final plan is available on the Web site. The Plan will also be made available in print form upon request.

Each year, an annual report will be submitted to the Institute of Museum and Library Services (IMLS). Copies

of the annual report will be made available electronically and in print upon request. The State Library's newsletter, *Footnotes*, and other means of communication such as electronic mailing lists will be used to notify the Iowa library community of updates, significant programs and new projects.

Monitoring

The Library Development staff of the State Library will monitor implementation of the plan at least quarterly, paying special attention to measuring identified outcomes and outputs. An annual report will be submitted each year to IMLS. Goals and objectives will be reviewed annually by the Iowa Commission of Libraries. Substantive changes will be communicated to IMLS in the form of plan amendments. Subgrantees will be required to submit interim and final reports, and may also be monitored by site visits.

Assurances

Included in the original and paper copy submitted to IMLS.