



**Institute of Museum and Library Services  
Native American/Native Hawaiian Library Services Grants**

**SAMPLE LONG-RANGE PLAN  
Oct. 2009-Sept. 2012**

IMLS knows that the demands of day-to-day service can make time for planning hard to find, even when library staff know that needs have changed. To help assure that library services meet current local needs and to help grantees develop strategies to build services that will be needed in the future, IMLS is providing this guide to developing the Long-Range Plan required for both the Basic Grant and the Enhancement Grant. It can also be used as a working document for the librarian and consultant within the scope of the Basic Grant Education/Assessment Option or to help applicants develop proposals for other competitive grant programs.

The plan answers the questions: where is our library now and where do we want it to go in the future in terms of services? The long-range plan covering three years helps provide the opportunity to choose priorities and make strong decisions based on available resources. Throughout the planning process, applicants should consider what their current resources are and what resources they will need for new and ongoing projects and programs. Resources include staffing, collections of materials, supplies, equipment, facilities, technology, and funding. Remember that long-range plans are flexible and may be revised based on changing needs in the community.

Grant applicants approach the preparation of a long-range plan in many ways. Below is a sample plan that incorporates Outcome Based Planning and Evaluation, which allows libraries to understand whether they are successful in meeting their own goals. Specific steps for carrying out activities are included only for the first Statement of Need in the enclosed sample. Your plan should include specific information about activities, resources, and timeline for each Statement of Need. A list of terms used in the sample plan follows. Your long-range plan would include these elements, even if they do not follow the order in the sample.

Additional information about Outcome Based Planning and Evaluation is available on the IMLS Web site at [www.ims.gov/applicants/obe.shtm](http://www.ims.gov/applicants/obe.shtm) or on request from IMLS. See also "Shaping Outcomes: Making a Difference in Libraries and Museums," an easy-to-use online tutorial, at [www.shapingoutcomes.org/](http://www.shapingoutcomes.org/).

## TERMS USED IN THE SAMPLE LONG-RANGE PLAN

**Mission Statement:** A mission statement gives the overall purpose of an organization. It typically identifies the organization's audience, what the organization wants to provide for its audience, why it provides these products and/or services, and the ways by which the organization will achieve its mission.

**Needs Assessment or Statement of Need:** A Needs Assessment describes your community's needs. It helps you decide what library services will best help meet those needs. A needs assessment is the process of looking at information that can show what a community wants or needs that a library can provide. A need statement is sometimes described as a summary of the difference between what the organization wants to achieve for its audience and the current condition of services.

**Goals:** Goals translate the needs of the community into library services. They are statements of broad results that guide the organization's design of programs, choice of projects, and management/operations decisions.

**Evaluation:** Evaluation is the process of gathering information that can tell staff how close a library project or program came to meeting their goals. Evaluation based on outcomes tells the story of what happened in terms of people (for example: how many new library users who attended the summer reading program continued to check out books and use library services over the following twelve months). Evaluation based on outputs tells the story only in terms of activities and services the library provided (for example: number of new books purchased, number of workshops held, number of books borrowed).

**Evaluation Plan:** An evaluation plan is a written description of each goal for a program or project, with information about how much the library wants to achieve, for which groups in its audience, and what information it will gather to show what happened. It helps library staff make decisions about program priority and design, and it makes programs stronger. Evaluation, actually collecting information using the plan, helps staff know if projects or programs ran smoothly and created hoped-for results.

**Inputs:** Inputs look at **resources**. Inputs are the resources necessary for the project to succeed, such as expertise and time commitment of permanent staff, temporary staff, materials, equipment, training, technology, partners, consultants, facilities.

**Outputs:** Outputs look at **performance**. Outputs are the activities, services or products of the library. They are things that can simply be counted. For example: number of new books purchased, number of workshops held, number of books borrowed.

**Outcomes:** Outcomes look at **results**. Outcomes describe changes or benefits for individuals in the form of knowledge, skills, attitudes, behavior, status or life conditions because they participated in library services. Identifying desired outcomes helps applicants design services that directly help program users gain the intended benefits. For example: people will read with their children more often.

**Targets:** Targets show the amount of an outcome or output the library wants to achieve. For example: 15% of the people attending the workshop will change their diet (outcome); one workshop per month (output).

**Data Sources:** Data sources are the places and ways information about program results and performance can be collected. For example: a data source that can show the number of people attending workshops is the workshop attendance records; a data source to show whether people change their diets after attending a series of workshops is a survey.

**Timeline:** A timeline is the time frame for offering projects or programs. For example: workshops will be offered for one year; books will be ordered on an ongoing basis during the three years of the plan period.

## *SAMPLE LIBRARY LONG-RANGE PLAN*

**OCT. 2009-SEPT. 2012**

### **LIBRARY MISSION STATEMENT**

Provide quality materials and services to the community in a welcoming and respectful atmosphere to meet community educational, information, cultural, health, and recreational needs.

### **Statement of Need #1: Improved Literacy Skills in the Community**

#### **a. Assessment of Need**

After a series of public meetings that included adults, children, teachers, and tribal staff to discuss what community members wanted from their library, the library committee determined that the highest priority is to offer resources and programs that will contribute to improving the literacy skills of community members. Feedback in the meetings, which took place between January and March 2009 and included a total of 150 individuals, indicated that all age groups wanted their library to serve as a resource center for improving literacy skills, preferably offering family and intergenerational programs that are fun and educational.

#### **b. Expected Outcomes**

Family members who participate will enjoy reading together at home and at the library. Participants have improved reading and comprehension skills that enable them to function more effectively in school, work, and daily life.

#### **c. Project Goal**

To offer resources that enhance the literacy skills of community members and to create a fun learning environment through a series of family/multi-generational reading programs.

#### **d. Project Design and Required Resources**

- Librarian will research materials and programs that both enhance literacy skills and are culturally appropriate for the community (October 2009)
- Librarian will contact organization with the library-based family reading program that best meets the needs of the community; librarian will arrange for training and consultation; if no pre-existing program is appropriate, librarian will consult with state library development staff and other local and tribal librarians for recommendations (November 2009)
- Library assistant will order reading program and library materials, including Native American materials appropriate to the themes of the reading program (November 2009)
- Consultant will train staff on how to implement reading program (December 2009)
- Librarian will establish and advertise weekly program schedule for family and multi-generational reading events (December 2009)
- Library staff will conduct a series of weekly reading programs for eight weeks (January and February 2010); at first session, library staff will informally survey participants about their current reading habits to serve as baseline data
- Library staff will conduct a brief spot survey of a few participants after each session and determine changes needed to ensure program success; staff will keep track of number of participants and family groups
- At end of two month weekly program, a final survey and informal feedback will be collected from participants; program completion/attendance will be recorded (February 2010)

#### **e. Evaluation Methods**

- Library staff will analyze results of surveys and compare with baseline data to determine success of program (March 2010)

- Library staff will conduct follow-up survey three months after program to determine longer term impact (June 2010)
  - (1). Output targets
    - By the end of February 2010, 35 participants will have completed the library’s family/multi-generational reading program
    - By the end of February 2010, all library staff will have experience in how to conduct a culturally appropriate reading program
  - (2) Outcome targets
    - At the end of February 2010, 60% of the participants will report that they read together more often at home and know that the library is a comfortable place to share a reading experience
    - By March 2010, library staff will know the components of a successful reading program for their community and will begin planning more reading programs for the future
    - In June 2010, 40% of program participants will report that they continue to read together more often and that their literacy skills have improved

**Statement of Need #2: Easily-accessible and accurate health information**

**a. Assessment of Need**

The library committee’s meetings with community members also indicated that a high priority is for the library to provide easily-accessible and accurate health information and, particularly, to provide resources for understanding and combating the high rate of diabetes in the community.

**b. Expected Outcomes**

Community members report that there are adequate library resources to research health issues. Community members know how to find health information in the library.

**c. Project Goal**

To contribute to reducing the high rate of diabetes by helping community members make good health care decisions by providing high-quality, culturally sensitive information and by providing a series of workshops to improve the community’s knowledge of how to find and use good health care information.

**d. Project Design and Required Resources**

**(PROVIDE DETAIL HERE—the guiding question is: What is needed to make this a successful project?)**

- Activities, services and products (outputs)
- Resources needed to succeed (inputs); and
- Proposed timeline for grant activities

**e. Evaluation Methods**

- Library staff will compare baseline data with end-of-program surveys to determine whether participants learned how to access health information in the library (ongoing)
- Library staff will conduct informal survey to determine usefulness of new health information resources (ongoing)

(1) Output targets

- At the end of a one-year period, 50 participants will have completed the library’s health information program.
- Each year, the library will spend at least 10% of its new materials budget on print and electronic health care materials that are appropriate for the community

(2) Outcome targets

- At least 30% of the survey respondents will report that they have used health information resources in the library in making health care decisions.

- Community members will report that the increased number of health care resources in the library adequately met their needs for gathering information about their health care questions

**Statement of Need #3: Preservation of Tribal Traditions**

**a. Assessment of Need:** The library committee heard from community members that many were concerned about the loss of tribal traditions and the lack of up-to-date information about tribal language, culture, genealogy, and government in the library and the local museum. Native American students at the community high school and tribal college found that their libraries’ collections were inadequate for the projects they want to do on Native American topics.

**b. Expected Outcomes:** The library and museum have adequate Native American resource materials to meet community needs. Students and community members know how to find Native American resources in the library and museum.

**c. Project Goal:** To help preserve tribal traditions for members of the community by partnering with the local museum to provide programs on tribal traditions and to provide access to current, relevant resources on Native American topics, so that students and community members can satisfy their formal and informal educational needs.

**d. Project Design and Required Resources**  
(PROVIDE DETAIL HERE)

- Activities, services and products (outputs)
- Resources needed to succeed (inputs); and
- Proposed timeline for grant activities

**e. Evaluation Methods**

- Library and museum staff will tally the number of new resources and compare with baseline collection data
- Library and museum staff will conduct pre- and post-program surveys of participants to determine knowledge gained due to increase of Native American resources and new cultural programs at library and museum

(1) Output targets:

- By the end of 2010, the library will increase its collection of Native American resources by 40%.
- By the end of 2011, 100 community members will have participated in the joint library/museum cultural programs.

(2) Outcome targets:

- At the end of 2010, at least 50% of community members participating in the librarian’s informal verbal survey will report that the collection of Native American resources meets their formal and informal educational needs.
- By the end of 2011, 60% of the joint library/museum program participants will indicate in a survey that their knowledge of Native American culture has increased.