

Library Services and Technology Act (LSTA)
Five Year Plan for Connecticut
2013 – 2017



For Submission to the Institute of Museum and Library Services
Connecticut State Library, Division of Library Development

2012

231 Capitol Avenue
Hartford, Connecticut 06106

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The Advisory Council for Library Planning and Development is authorized in Sec. 11-1(f) of the Connecticut General Statutes. The mission of the ACLPD is to provide the State Library Board and staff with advice, perspective, and communication from the library community on matters relating to the State Library's various statewide program and service responsibilities, including the administration of the Library Services and Technology Act.

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Connecticut State Library: The Connecticut State Library is an executive branch agency of the State of Connecticut with a budget of \$11,066,755. The State Library provides a variety of library, information, archival, public records, museum, and administrative services to citizens of Connecticut, as well as the employees and officials of all three branches of State government. The Connecticut State Archives and the Museum of Connecticut History are components of the State Library. The State Library also serves students, researchers, public libraries and town governments throughout the state. In addition, the State Library, through its Division of Library Development directs a program of statewide library development and administers the Library Services and Technology Act state grant. The State Library, in conjunction with the Department of Higher Education, administers iCONN.org, the Connecticut Digital Library. The Mission of the State Library is to preserve and make accessible Connecticut's history and heritage and to advance the development of library services statewide.

The past five years have been a time of adjustment for the agency, which experienced a 24% reduction in FTE staff (124 to 94) and significant cuts and holdbacks to materials collections – up to 18%. In response, the State Librarian reorganized the agency to create a flatter, more user-driven organization that provides enhanced virtual services matching the expectations of contemporary users. Despite these and other challenges, the library moved forward with many initiatives including a *Connecting to Collections Statewide Implementation* grant from IMLS and an extremely successful 'Tech-4-All-CT' program that aims to lessen the "digital divide" by providing current computers, Internet access, and training to the homes of students from low-income families. Other successes included growing the digital collections, establishing a statewide downloadable audiobook collection, and handling a 55% increase in volume of library materials delivery via Ccar.

Division of Library Development Mission: As Connecticut's State Library Administrative Agency, The Division of Library Development (DLD) provides leadership, resources, education, and statewide services to develop the capacity for libraries to meet the evolving needs of their communities.

Needs Assessment

Overview, Connecticut: Since the trough of the Great Recession in the second quarter of 2009, Connecticut has to date experienced modest, somewhat erratic growth back to a modicum of economic stability. However, it is predicted that the state will end fiscal year 2012 with a \$197.5-million deficit on a budgetary accounting basis, indicating that even the most temperate short-term growth estimates are unreliable.

The most recent census and economic quarterly data (Q3 2011-2012) shows personal income slowly growing in Connecticut. Though that quarter also saw a one-tenth of a

percent decline in the unemployment rate (to 7.7%, below the national unemployment rate of 8.1 percent), modest gains in some sectors were almost completely offset by losses in others. Connecticut's slow, sometimes unsteady path to job recovery lags modestly behind the nation's. 117,500 jobs were lost in the state during the recession, and only 37,500 jobs have been regained. There are conflicting predictions for the employment picture in Connecticut. The New England Economic Partnership forecasts that Connecticut will continue to lose jobs and that the unemployment rate will remain at around 9.0 % in 2012 and perhaps beyond. A broader measure of labor underutilization, U-6 unemployment rate, which includes those who are marginally attached workers and part-timers that want full-time work, continues to hover at around 15.5%. However, University of Connecticut economist Steven Lanza, in a quarterly report released June 8, 2012 predicted Connecticut would add nearly 12,000 jobs over the next year, which he says is about average in the slow recovery.

Education and health services, professional and business services, and leisure and hospitality are all growing. Information, financial activities, and government continue to shed jobs; government's recent job losses were the worst in the last two decades.

Though sales of new homes in the Northeast are up slightly, the housing market remains depressed with lower median home prices, slow turnover rates, and declines in existing home sales when compared to other regions of the U.S. After a 2010 increase, the number of new housing permits fell to the lowest level in its history. The state government is taking what corrective steps it can, such as implementing Generally Accepted Accounting Principles (GAAP). Future biennial budgets will carry the effects of spending cuts, tax increases, and a ratified state employee labor agreement. All major categories of taxes collected (e.g., corporate, real estate, personal income, and sales and use) increased. Though Indian gaming revenues continued their five-year decline, the state still receives almost twice as much from gaming as it does from corporate taxes. Corporate profits are predicted to mirror their healthy, 2011 gains. A Wall Street Journal post on June 8, 2012 listed Connecticut as 9th among the 11 states with the largest growth in GDP. In short, Connecticut is poised to kick into a more robust recovery, albeit, not quickly enough.

Demographic Patterns, Other Trends: Connecticut has the 4th highest population density in the country; it is also the 7th oldest state with a population that is aging faster than the rest of the country. Connecticut has 9% more persons aged over 65 compared to the national average¹.

¹ U.S. Census Bureau. (2012, January 17). *State & County Quickfacts: Connecticut*. Retrieved June 8, 2012, from <http://quickfacts.census.gov/qfd/states/09000.html>.

If predictions² and trends hold, the state's population growth will slow from almost 5% to less than half a percent, adding only 100,000 people by 2020³, among the lowest rates nationwide. Other predictions include higher-than-national growth rates for African American (+10%) and Hispanic (+49%) populations, a decrease (-4%) in Caucasian non-Hispanic populations, and percentages of both foreign-born persons and languages other than English spoken at home that exceed national averages. Minority- and women-owned businesses are also below national averages. Four of Connecticut's five largest cities have experienced population declines during recent decades⁴.

Statistics show that, along with an aging workforce, younger, educated professionals are not replacing older workers as they retire. In the next eight to ten years, Connecticut's working age demographic will peak. Trends show that there will be fewer replacement workers who will be disproportionately younger and of lower income and education levels. These new workers will earn comparatively less and provide lower contributions to state revenue. Aging populations will require more state and Medicaid expenditures; health care costs will become higher⁵. Economic disparities continue, the median household income of black families in Connecticut is 58% of that of white families; that of Hispanic households is 53%. Homeownership numbers are similar.

Libraries: In addition to the data gathered above, advisory input provided to the Division points to a wide range of needs by a wide range of libraries. From small, rural villages to the state's largest urban centers, focus groups, surveys, and other instruments show libraries striving to equitably serve patrons and requiring assistance on many levels. In the broadest sense, Connecticut libraries voice that they require special assistance in providing service to residents who are becoming older, who have less economic resources than prior generations, and who come from more diverse backgrounds than ever before. Even though there may be fewer patrons to serve, their needs are broader and deeper.

As is common during recession years, the demand for library services in Connecticut public libraries increased steadily from 2007 to 2011 with nearly all measures of library use increasing during this period. The increased demand did not, however, lead to an increase in resources for libraries. For two years running (FY2010-2011) more libraries

² SREB: Southern Regional Education Board. (2011, November). *Population & Demographics: Age Distribution of the Population*. Retrieved June 8, 2012 from http://www.sreb.org/page/1349/data_library_population_demographics.html.

³ U.S. Census Bureau. (2005, April 21). *Interim State Projections of Population by Single Year of Age: July 1, 2004 to 2030*. Retrieved June 8, 2012, from <http://www.census.gov/population/www/projections/stproj.html>.

⁴ Wyman, Nancy. "Population Trends." *State of Connecticut: The Comptroller's Report*. State of Connecticut Office of the State Comptroller. February, 2002. Web. June 8, 2012. <<http://www.osc.ct.gov/reports/economic/2002cmprpt/population.htm>>

⁵ Ibid

have seen a drop in their per capita municipal funding than have seen an increase; in pre-recession years nearly all libraries had seen some kind of increase. The number of full-time equivalent employees has dropped every year since FY2007 as libraries try to reduce salary expenditures. So too, library materials budgets have been squeezed to the point where expenditures have fallen to levels not seen since 1990 (after adjusting for inflation). And the average number of hours that public libraries are open has dropped every year since 2007. Clearly Connecticut libraries are doing more for less while they meet the growing demand for services such as public access internet computers and workforce development programming.

There are over 900 libraries in Connecticut serving people of all kinds. From Kindergarten students to Ph.D. candidates, from day care facilities to congregate housing, from prisons to private corporations, single-person libraries to multi-library consortia. While all public, school, academic, special, and institutional libraries and libraries serving individuals with disabilities are eligible in some way to take part in the services enabled by Connecticut's LSTA funding, most services are focused on libraries serving the public, schools, and higher education.

Median data taken from the most recent *Statistical Profile of Connecticut Public Libraries*⁶ shows that the libraries DLD serves are most likely to be public (71%) or school (22%) in a town with between 10,000 and 50,000 residents (38%) or 2,500-10,000 residents (20%), with a budget of \$1M or more (20.4%) or between \$500,000 and \$1M (19.4%). This document as well as census data, data and information from state agencies such as the Departments of Economic and Community Development, Education, and Labor, as well as regular contact with constituent libraries by a variety of means will help update the Division's knowledge of library services needs.

One key to preparing the 2013-2017 LSTA Plan was a close review of the 2008-2012 LSTA Plan's implementation. Successes were identified so they could be continued; areas requiring modification and improvement were pinpointed. The assessment and evaluation of the past plan serves as the foundation for the new one.

The cross-cutting result of the needs assessment shows that libraries need support in providing materials and services equitably and that the Division is most helpful in providing the library community an advantageous economy of scale. Connecticut's libraries are funded primarily through municipal real estate taxes; wealthy communities, primarily on the "gold-coast" tend to be well-funded and libraries in areas with little

⁶ Connecticut's Public Libraries: A Statistical Profile. July 2010 – June 2011. Connecticut State Library, 2012. Web. June 12, 2012.

<http://www.webjunction.org/content/webjunction/documents/ct/Connecticut_Public_Libraries_A_Statistical_Profile_July_2010_045_June_2011.html>

industry and few residents tend to lag behind. While there is wide disparity in the financial and personnel resources available, what libraries of all kinds use and value are those foundational, statewide services helpful to all.

Much of the data gathered during the needs assessment reinforced that the processes, vehicles, and methods that DLD achieves with LSTA work well. Two exemplary statewide LSTA-related services: iCONN and Ccar (databases and materials delivery, respectively) vastly overshadow all other services in terms of popularity, usefulness, and usage. By a wide margin both rank at the top of polls of every kind across all communities. Though not ranked as highly, other statewide services are held in high esteem; summer reading programs, the Library for the Blind and Physically Handicapped, collections of large print and audio titles, continuing education classes, and professional materials are included in these types of foundation services.

Overall, DLD recognizes that it needs to **strengthen the capacity** of libraries to offer a wide range of programs and services to meet the lifelong learning needs of all citizens regardless of their geographic location or socioeconomic circumstances.

1. Libraries need support in helping patrons obtain high quality, reliable information to meet their educational and informational needs.
2. Libraries need to help patrons attain enhanced literacy and educational levels.
3. Libraries need to provide responsive, high quality library services to diverse and underserved populations.
4. Libraries need to offer technology based library services to patrons so that they can achieve economic, educational, and other personal goals.

The Division developed **two focal goals** with related objectives with an overarching purpose of building capacity in libraries and enhancing the view of libraries as community anchor institutions. Each is prioritized in order of appearance (e.g., first is most important).

LSTA Goal 1: Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems.

LSTA Goal 2: Connecticut libraries will be able to offer their patrons access to library resources that promote literacy, education, and lifelong learning and enhance workforce development, 21st century skills, and digital literacy skills.

LSTA Goal 1: Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems.

LSTA Purposes Supported by Goal 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;
- 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;
- Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
- Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121;
- 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;
- Develop public and private partnerships with other agencies and community-based organizations

STRATEGY AND OPERATIONAL PLAN INCLUDING MEASURES AND TIMELINE

Goal 1		<u>Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems</u>
Start	Complete	<u>Objectives, Measures</u>
		1. Provide reliable, high-quality library and information resources through a robust statewide database program (iCONN), statewide catalog and interlibrary loan (ReQuest) and access to digital repositories (Treasures of CT Libraries)
10/12	9/17	a. Maintain content and add new resources as needed
10/12	9/17	i. Integrate digital content (e.g., Treasures) when possible
10/12	9/17	ii. Promote free complementary content whenever possible
10/12	9/17	iii. Integrate free e-books/e-content whenever possible; explore statewide e-book collections
10/12	9/17	b. Evaluate content to ensure maximum relevance, value, usefulness
10/12	9/17	c. Continually provide statewide infrastructure for access to digitized collections (Treasures)
10/12	9/17	i. Support projects that adhere to and promote best practices and digital standards
10/12	9/17	ii. Measure number/outputs and effectiveness/quality of collections digitized
10/12	9/17	iii. Provide training on developing and carrying out digitization projects

Goal 1 cont'd		<u>Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems</u>
Start	Complete	<u>Objectives, Measures</u>
10/12	9/17	iv. Provide libraries tools and support through which rare and fragile content may be digitized
10/12	9/17	v. Support digital preservation initiatives
10/12	9/17	d. Report on the outcome based evaluation measures and output targets specified in Appendix D
		2. Provide a statewide delivery system for library materials (Ccar); enhance and improve services when possible
10/12	9/17	a. Improve amounts and quality of material deliveries via periodic volume and turnover assessments according to targets specified in Appendix D
10/13	9/13	b. Investigate how RFID systems might help track turnover and other Ccar statistics
10/13	12/16	i. Use RFID system to obtain statistics
		3. Employ a variety of training and professional development opportunities including online events (e.g., webinars, online classes, web conferences) and professional collections to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services
10/12	9/17	a. For all 7 prior areas of Goal 1, obtain and report on full range of outputs and outcome-based evaluation measures obtained in the State Program Report
10/12	9/17	b. Increase the number of programs and attendees by 1% per year
10/12	9/17	c. Provide meeting facilities with adequate internet bandwidth
		4. Provide individualized topical consultations to libraries, library organizations, and library consortia
10/12	9/17	a. Using a variety of communication methods consult with libraries on effective services
1/13	12/13	b. Develop a method for detailing content, number of consultations
1/14	9/17	c. Report on the number and results of consultations
10/12	9/17	d. Provide a special focus on assisting the library community and partnering organizations with advocacy efforts by providing information, statistics, materials and tools
10/12	9/17	i. Track number of libraries/agencies aided and related statistics
		5. Develop and implement 'Small Library Websites' initiative to assist libraries in having an adequate web presence;
10/12	9/17	a. Track number, outputs and effectiveness and quality of initiative
		6. As needed, take a leading, assisting, supporting, or participatory role in Connecticut's efforts to establish a statewide integrated library system
10/12	9/17	a. Track outputs and outcome based evaluation related to development

Goal 1 cont'd		<u>Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems</u>
Start	Complete	<u>Objectives, Measures</u>
		7. Promote technological innovation in Connecticut libraries
12/12	9/17	a. Fund end-user equipment and technology in partnership with libraries
12/12	9/17	i. Track quantity, amounts of technology funded
10/12	12/12	ii. Develop a reporting system for communicating and publicizing best practices
12/12	9/17	iii. Communicate & publicize best practices to the library community and specify advantages of equipment
12/12	9/17	b. Purchase, display, and loan end-user equipment and technology at library service centers
12/12	9/17	i. Track, and profile the quantities and types of equipment
12/12	9/17	ii. Circulation and usage statistics of equipment loaned will increase by 5% from inception

LSTA Goal 2: Connecticut libraries will be able to offer their patrons access to library resources that promote literacy, education, and lifelong learning and enhance workforce development, 21st century skills, and digital literacy skills.

LSTA Purposes Supported by Goal 2:

- 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;
- 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;
- Develop public and private partnerships with other agencies and community-based organizations;
- Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks;
- Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121;
- 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;
- 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.
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STRATEGY AND OPERATIONAL PLAN INCLUDING MEASURES AND TIMELINE

Goal 2		<u>Connecticut libraries will be able to offer patrons access to library resources that promote literacy, education, and lifelong learning and enhance workforce development, 21st century skills, and digital literacy skills</u>
Start	Complete	
		<u>Objectives, Measures, Timeline</u>
		1. Employ a variety of training and professional development opportunities including online events (e.g., webinars, online classes, web conferences) and professional collections to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services
10/12	9/17	a. Report on the full range of outputs and outcome-based evaluation measures obtained
10/12	9/17	b. Increase the number of programs and attendees by 1% per year
10/12	9/17	c. Provide meeting facilities with adequate internet bandwidth
		2. Provide individualized topical consultations to libraries, library organizations, and library consortia
7/12	6/17	a. Using a variety of communication techniques, consult with libraries on effective services
9/12	12/12	b. Develop a method for detailing content and number of consultations
1/13	6/17	c. Report on the results of consultations
		3. Support the academic progress of children with summer reading programs
10/12	9/17	a. Participate in the national collaborative Summer Reading Program (SRP) initiative on behalf of Connecticut libraries
10/12	9/17	i. Report on the statistics and output targets included in Appendix E
10/12	9/17	b. Consult and coordinate with advocates of other statewide SRPs
		4. Support individuals with disabilities through the Library for the Blind and Physically Handicapped
10/12	9/17	a. Output measures will improve by 1% per year over baselines established in Appendix E
10/12	9/17	b. Outcome based evaluation measures will improve by 1% per year over baselines established in Appendix E
		5. According to the schedule in section d., directly below, develop and provide programmatic and/or directed grants for underserved populations which provide for applicable development of literacy, education, education, lifelong learning, workforce development, 21st century skills, and digital literacy skills
10/12	9/17	a. Design reporting mechanisms, standards, OBE instruments and output targets for each type of grant
10/12	9/17	b. Collect and report OBE and output data for each subgranted project
10/12	9/17	c. Highlight best practices & successful/model programs in a variety of ways; determine programmatic feasibility
10/12	9/17	d. Implementation schedule:
10/12	9/17	Every Child Ready to Read pre-literacy grants
10/13	9/17	Older Adult program grants
10/14	9/17	Services to Persons with Disabilities program grants

Goal 2 cont'd		<u>Connecticut libraries will be able to offer patrons access to library resources that promote literacy, education, and lifelong learning and enhance workforce development, 21st century skills, and digital literacy skills</u>
Start	Complete	Objectives, Measures, Timeline
10/15	9/17	Multilingual Populations program grants
10/16	9/17	Young Adult program grants
		6. Help libraries amplify their services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line by providing collections of supplemental children's materials and audio and large print collections
7/12	6/17	a. Circulation of children's materials will increase by 1% per year over a baseline of 37,240
7/12	6/17	b. Circulation increase by 1% per year over a baseline of 27,244 (16,989 audio; 10,255 large print)
		7. Increase libraries' capability of implementing activities and providing resources related to workforce development by providing necessary infrastructure (e.g., continuing education, programmatic support, and virtual infrastructure)
10/12	9/17	a. Increase the number of workforce development continuing education opportunities held by 1% per year from a baseline to be established in 2013
10/12	9/17	b. Increase the number attendees to workforce development continuing education opportunities by 1% per year from a baseline to be established in 2013
		c. Develop a statewide library portal for jobs, career and business information
		8. Develop and implement a program to assist libraries in developing the digital literacy skills of their patrons
10/13	9/17	a. Increase the number of digital literacy continuing education opportunities held by 5% from inception over a baseline to be established in the first half of 2013
10/13	9/17	b. Increase the number attendees by 1% per year from a baseline to be established in 2013
10/13	9/17	c. Highlight best practices & successful/model programs
		9. Encourage libraries to partner and collaborate locally, across towns, and/or regionally with each other and with community-based organizations and agencies
9/13	10/14	a. Establish a program to incubate novel cooperative library partnerships
7/14	9/17	i. Track outputs
7/14	9/17	ii. Number of collaboratives will increase by one per year
10/13	9/14	b. Track number of partnerships created 2013-2014
10/14	9/17	i. Increase this number by 5% per year
10/13	9/17	c. Annually highlight best practices & successful/model programs

Statement on Coordination Efforts: The Connecticut State Library is committed to continuing to work with other state agencies and offices to coordinate resources, programs, and activities to leverage federal and state investments in childhood

education, workforce development, and other programs and activities related to library services. Examples of past successes with these types of effort include consulting on the Governor's Summer Reading Challenge and with the Department of Labor on the CT Job Search Toolkit and leadership role on the Commission for Educational Technology.

Evaluation Plan: The Division plans to obtain an independent evaluation at the end of the five-year period. Additionally, staff will monitor progress toward each goal; information will be reviewed at least annually with an eye toward providing information essential to appropriate use of funding and resources, designing good programs as models, and communicating valuable programs to stakeholders.

Stakeholder Involvement: Stakeholders from all types of libraries and particularly from those median types identified in the Needs Assessment were involved in the development of this plan through evaluation of the 2008-2012 LSTA Plan, by direct communication, and through the activities of the Advisory Council on Library Planning and Development.

Communication and Public Availability: Connecticut's 2013-2017 LSTA Plan will be available to the public and the library community on the Division's website, in print format, and in alternate formats upon request.

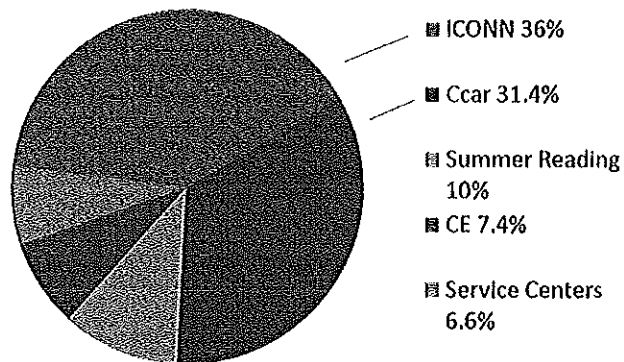
Communication with stakeholders will take many forms, the most routine of which will be periodic updates and reports to the Advisory Council on Library Planning and Development, which provides the Division with advice, perspective, and communication from the library community on matters relating to the State Library's various statewide program and service responsibilities, including the administration of the federal Library Services and Technology Act.

Other communicative efforts will include the dissemination of best practices concerning the discrete, measurable objectives of the Plan. These will be communicated broadly by listserv, email alerts, and Divisional announcements. The LSTA annual State Program Report will serve as the primary reporting mechanism with reports to other stakeholders as needed.

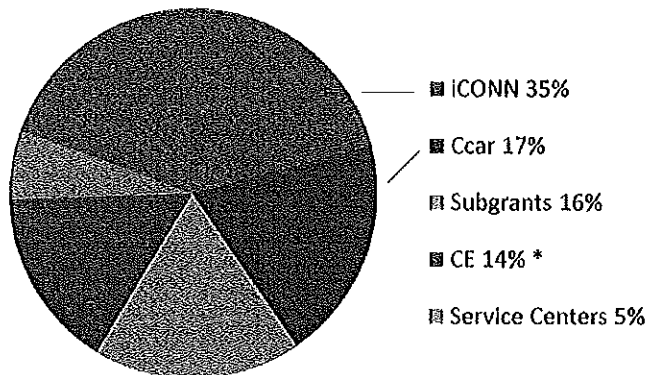
Monitoring: The Division will use a variety of means to accomplish continuous collection and tracking of data for the State Plan's objectives and performance. In addition to shared computer drives and digital documents, the Division plans to use free internet sites (e.g., Google Docs, wikis) and retail (e.g., Microsoft Project) software as needed to help create a virtual dashboard of performance results.

Appendix A: LSTA Five Year Plan Feedback:

What is the highest ranked LSTA service in YOUR library?

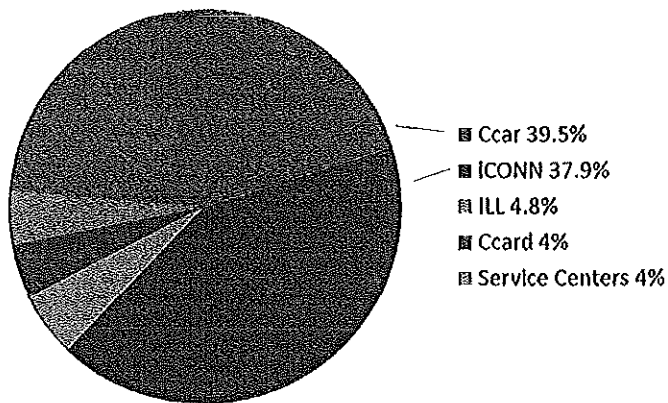


Which LSTA service has the greatest potential to improve library service?

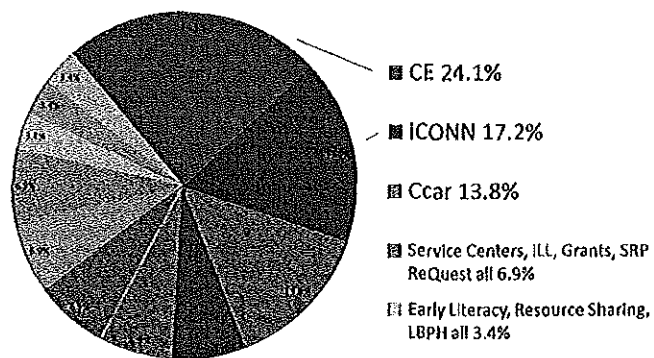


Appendix A (cont'd): LSTA Five Year Plan Feedback:

Which LSTA service/initiative offers the greatest VALUE to end users?



What programs would you prioritize?



Appendix B: Crosswalk Key

1. Connecticut libraries will have every opportunity to provide reliable access to library-centered public access computing environments that feature high-quality library and information resources and delivery systems		
<u>Objectives, Measures</u>	IMLS Focal Area	Federal Priority
1. Provide reliable, high-quality library and information resources through a robust statewide database program (ICONN), statewide catalog and interlibrary loan (ReQuest) and access to digital repositories (Treasures of CT Libraries)		2 - Electronic and other linkages
a. Maintain content and add new resources as needed	4	2
i. Integrate digital content (e.g., Treasures) when possible	4	2
ii. Promote free complementary content whenever possible	4	2
iii. Integrate free e-books/e-content whenever possible; explore statewide e-book collections	4	2
b. Evaluate content to ensure maximum relevance, value, usefulness	4	2
c. Continually provide statewide infrastructure for access to digitized collections (CT Treasures)	4	2
i. Support projects that adhere to and promote best practices and digital standards	4	2
ii. Measure number/outputs and effectiveness/quality of collections digitized	4	2
iii. Provide training on developing and carrying out digitization projects	4	2
iv. Provide libraries tools and support through which rare and fragile content may be digitized	4	2
v. Support digital preservation initiatives	4	2
d. Report on the outcome based evaluation measures and output targets specified in Appendix D	5	2
2. Provide a statewide delivery system for library materials (Ccar); enhance and improve services when possible		2
a. Improve amounts and quality of material deliveries via periodic volume and turnover assessments according to targets specified in Appendix D	4	2
b. Investigate how RFID systems might help track turnover and other Ccar statistics	4	2
i. Use RFID system to obtain statistics	4	2
3. Employ a variety of training and professional development opportunities including online events (e.g., webinars, online classes, web conferences) and professional collections to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services		3 - Library workforce development

a. For all 7 prior areas of Goal 1, obtain and report on full range of outputs and outcome-based evaluation measures obtained in the State Program Report	5	3
b. Increase the number of programs and attendees by 1% per year	5	3
c. Provide meeting facilities with adequate internet bandwidth	4	3
4. Provide individualized topical consultations to libraries, library organizations, and library consortia	5	3
a. Using a variety of communication methods consult with libraries on effective services	5	3
b. Develop a method for detailing content, number of consultations	5	3
c. Report on the number and results of consultations	5	3
d. Provide a special focus on assisting the library community and partnering organizations with advocacy efforts by providing information, statistics, materials and tools	5	3
i. Track number of libraries/agencies aided and related statistics	5	3
5. Develop and implement 'Small Library Websites' initiative to assist libraries in having an adequate web presence;		2 - Electronic and other linkages
a. Track number, outputs and effectiveness and quality of initiative	4	2
6. As needed, take a leading, assisting, supporting, or participatory role in Connecticut's efforts to establish a statewide integrated library system		7 - Networks
a. Track outputs and outcome based evaluation related to development	4	7
7. Promote technological innovation in Connecticut libraries		1 - Services for Learning and Access
a. Fund end-user equipment and technology in partnership with libraries	4	1
i. Track quantity, amounts of technology funded	4	1
ii. Develop a reporting system for communicating and publicizing best practices	4	1
iii. Communicate & publicize best practices to the library community and specify advantages of equipment	4	1
b. Purchase, display, and loan end-user equipment and technology at library service centers	4	1
i. Track, and profile the quantities and types of equipment	4	1
ii. Circulation and usage statistics of equipment loaned will increase by 5% from inception	4	1

2. Connecticut libraries will be able to offer patrons access to library resources that promote literacy, education, and lifelong learning and enhance workforce development, 21st century skills, and digital literacy skills

	IMLS Crosswalk	Federal Priority
Objectives, Measures, Timeline		
1. Employ a variety of training and professional development opportunities including online events (e.g., webinars, online classes, web conferences) and professional collections to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services		3 - Library workforce development
a. Report on the full range of outputs and outcome-based evaluation measures obtained	5	3
b. Increase the number of programs and attendees by 1% per year	5	3
c. Provide meeting facilities with adequate internet bandwidth	5	3
2. Provide individualized topical consultations to libraries, library organizations, and library consortia		3
a. Using a variety of communication techniques, consult with libraries on effective services	5	3
b. Develop a method for detailing content and number of consultations	5	3
c. Report on the results of consultations	5	3
3. Support the academic progress of children with summer reading programs		1 - Lifelong Learning
a. Participate in the national collaborative Summer Reading Program (SRP) Initiative on behalf of Connecticut libraries	1	1
i. Report on the statistics and output targets included in Appendix E	1	1
b. Consult and coordinate with advocates of other statewide SRPs	1	1
4. Support individuals with disabilities through the Library for the Blind and Physically Handicapped		5 - Individuals w/Special Needs
a. Output measures will improve by 1% per year over baselines established in Appendix E	1	5
b. Outcome based evaluation measures will improve by 1% per year over baselines established in Appendix E	1	5
5. According to the schedule in section d., directly below, develop and provide programmatic and/or directed grants for underserved populations which provide for applicable development of literacy, education, education, lifelong learning, workforce development, 21st century skills, and digital literacy skills		5
a. Design reporting mechanisms, standards, OBE instruments and output	1	5

targets for each type of grant		
b. Collect and report OBE and output data for each subgranted project	1	5
c. Highlight best practices & successful/model programs in a variety of ways; determine programmatic feasibility	1	5
d. Implementation schedule:		
Every Child Ready to Read pre-literacy grants	1	1 - Lifelong Learning
Older Adult program grants	1	5
Services to Persons with Disabilities program grants	2	5
Multilingual Populations program grants	2	5
Young Adult program grants	1	6 - Persons w/Difficulty Using Libraries
6. Help libraries amplify their services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line by providing collections of supplemental children's materials and audio and large print collections		6
a. Circulation of children's materials will increase by 1% per year over a baseline of 37,240	1	6
b. Circulation increase by 1% per year over a baseline of 27,244 (16,989 audio; 10,255 large print)	1	6
7. Increase libraries' capability of implementing activities and providing resources related to workforce development by providing necessary infrastructure (e.g., continuing education, programmatic support, and virtual infrastructure)		3 - Library workforce development
a. Increase the number of workforce development continuing education opportunities held by 1% per year from a baseline to be established in 2013	3	3
b. Increase the number attendees to workforce development continuing education opportunities by 1% per year from a baseline to be established in 2013	3	3
c. Develop a statewide library portal for jobs, career and business information	3	3
8. Develop and implement a program to assist libraries in developing the digital literacy skills of their patrons		1 - Lifelong Learning
a. Increase the number of digital literacy continuing education opportunities held by 5% from inception over a baseline to be established in the first half of 2013	1	1
b. Increase the number attendees by 1% per year from a baseline to be established in 2013	1	1
c. Highlight best practices & successful/model programs	1	1

9. Encourage libraries to partner and collaborate locally, across towns, and/or regionally with each other and with community-based organizations and agencies		4 - Partnerships
a. Establish a program to incubate novel cooperative library partnerships	1	4
i. Track outputs	1	4
ii. Number of collaboratives will increase by one per year	1	4
b. Track number of partnerships created 2013-2014;	4	4
i. increase this number by 5% per year	4	4
c. Annually highlight best practices & successful/model programs	4	4

Key, IMLS Focal Areas

1. **Lifelong Learning.** These activities can range from the provision of instructional information resources to direct instructional services delivered by libraries or in partnership with local entities with the goal of transferring knowledge or skills to advance educational aims.
2. **Human Services.** These activities can range from the provision of instructional information resources to direct services, however these activities are focused on providing resources to remediate social problems and improve participants' quality of life.
3. **Employment and Economic Development.** These activities address economic needs of individuals and communities.
4. **Information Access** These activities broaden public access to content through the purchase or original development of information resources (e.g. databases, computer technology).
5. **Library Capacity Building:** These activities aim at modernizing existing libraries and/or supporting the development of sound policies, organizational structures, and effective methods of management and revenue development in order to improve the efficiency of library services.

Appendix C: Library for the Blind and Physically Handicapped measures to be attained for 2013-2017 LSTA Plan

Output measures

	# institutions served	# digital books circulated	# talking books loaned	# recorded books iLL'd	total circulation	# patrons served
Baseline	88	66,436	87,744	167	192,337	9,152
2013	89	67,100	88,621	169	194,260	9,244
2014	90	67,771	89,508	170	196,203	9,336
2015	91	68,449	90,403	172	198,165	9,429
2016	92	69,134	91,307	174	200,147	9,524
2017	92	69,825	92,220	176	202,148	9,619

Outcome based evaluation measures

- a) The degree with which LBPH improves the quality of life of its patrons will increase by 15% between 2013 and 2017;
- b) Outcomes to do with LBPH's support of patron's lifelong learning will increase by 10% between 2013 and 2017.
- c) Access to free-choice recreational fiction and nonfiction materials will increase by 15% between 2013 and 2017.

Appendix D: ICONN, reQuest, and Connecticut Treasures outputs and outcomes

A major initiative of the Division of Library Development is providing reliable, high-quality library and information resources through a robust statewide database program (ICONN), interlibrary loan (ReQuest) and access to digital repositories (Treasures). Measures that are planned to be reported include traditional counts as well as outcome based evaluation data.

- a. The number of page views on ICONN will increase by 3% each year over a baseline of 7,567,938;
- b. The number of persons served by ICONN will increase by 3% each year over a baseline of 1,321,599;
- c. The number of logins from outside libraries (e.g., home, office) will increase by 5% each year over a baseline of 417,896;
- d. The number of holdings in the reQuest catalog will increase by 1% each year over a baseline of 22,687,325;
- e. The number of reQuest searches will increase 1% per year over a baseline of 1,365,140;
- f. The number of full record views in reQuest will increase 1% per year over a baseline of 1,592,243;
- g. One more library per year (over a baseline of 200) will lend via reQuest;
- h. The number of items lent via reQuest will increase by 2% per year over a baseline of 134,731;
- i. The number of libraries relying on reQuest as a source of cataloging will increase at the rate of 1 per year from a baseline of 198;
- j. The number of unique titles in reQuest will increase by 1% per year over a baseline of 5,200,027;
- k. The number of digital items available in Treasures of Connecticut Libraries will increase by 10% per year over a baseline of 1,000;
- l. The number of municipalities participating in Treasures of Connecticut Libraries will increase by 5% per year over a baseline of 53;
- m. The number of times Treasures collections accessed will increase by 5% per year over a baseline of 101,786
- n. Outcome based evaluation measurements of services will be established and shall improve an average of 5% annually;
- o. The number of downloadable audiobook checkouts will increase by 10% each year over a baseline of 15,778;
- p. The number of trainings held specific to the Digital Library will increase by 5% per year over a baseline of 36;
- q. The number of attendees to trainings specific to the Digital Library will increase by 5% per year over a baseline of 275;
- r. The number of online trainings specific to the Digital Library will increase by 5% per year over a baseline of 32;
- s. Outcome based evaluation data specific CE offerings will improve an average of 5% from levels reported in the 2010 SPR;
- t. The # items delivered via will grow by 1% per year from a baseline of 3,032,151;
- u. The Car delivery time will decrease by 5% per year from a baseline of 1.51 delivery days, 1.66 business days, and 2.34 calendar days.

Appendix E: Collaborative Summer Reading Outcome based evaluation measures, outputs

The Division's participation in the national Summer Reading Program initiative and support of other summer reading programs are an effort to quantify the efforts of libraries to help in the academic progress of children through summer reading programs.

- a. The number of libraries providing statistics about collaborative summer library program (CSLP) usage will increase by 2% per year over a baseline of 102;
- b. The number of libraries sponsoring a summer reading program for children will increase by 2% per year over a baseline of 111;
- c. The number of libraries sponsoring a summer reading program for teens will increase by 2% per year over a baseline of 98;
- d. The number of libraries using the CSLP materials for children will increase by an average of 2% per year over the course of the five years from a baseline of 90;
- e. The number of libraries using the CSLP for teens will increase by 5% per year over a baseline of 54;
- f. The number of libraries linking their library site to the Division's summer reading program page will increase by 10% per year over a baseline of 42;
- g. The number of page views on that page will increase by 5% per year over a baseline of 7,367;
- h. The number of libraries reporting statistics will increase by 20% per year over a baseline of 34;
- i. The number of children's books read will increase by 20% per year over a baseline of 246,242;
- j. The number of minutes read by children will increase by 10% per year over a baseline of 2,637,897;
- k. The number of pages read by children will increase by 5% per year over a baseline of 414,511;
- l. The number of books read by young adults will increase by 5% per year over a baseline of 24,141;
- m. The number of minutes read by young adults will increase by 10% a year over a baseline of 746,002;
- n. The number of pages read by young adults will increase by 5% per year over a baseline of 630,165;
- o. The number of children participating in summer reading programs will increase by 5% per year over a baseline of 40,943;
- p. The number of young adults participating in summer reading programs will increase by 5% per year over a baseline of 5,981;
- q. The number of children's books circulated statewide during summer reading programs will increase 2% per year from a baseline of 1,645,382;
- r. The number of young adult books circulated statewide during summer reading programs will increase 2% per year from a baseline of 473,343.