



# Library Services & Technology Act Grants to States Program

*Five-Year Plan for Georgia's Public Libraries*

**Submitted by:**

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## INTRODUCTION

The Georgia Public Library Service (GPLS) is the state library administrative agency. GPLS is a unit of the Board of Regents, University System of Georgia. Directed by Dr. Lamar Veatch, GPLS comprises 42 professional librarians and support staff located in Atlanta, GA. The Georgia Library for Accessible Statewide Services (GLASS) is also a division of GPLS. GLASS serves as the regional library for Georgia serving citizens with visual or print disabilities.

The professionals at the Georgia Public Library Service strive to fulfill their mission of empowering libraries to improve the lives of Georgians. The task, and our role, has grown larger and more critical in the last four years, as state funding for libraries has decreased by 25%. As demand for library services continues to grow, libraries are increasingly asked to do more with less.

The last five years have brought significant changes to the way residents use public libraries. While library-owned desktop computers are still filled every open hour of the day, library users walk through the door with a variety of wireless devices that require library bandwidth and management. New, developing formats of library materials are changing purchasing patterns, requiring libraries to explore and negotiate new frontiers. As materials budgets shrink, these decisions and their implications for communities become increasingly complex and challenging.

The Georgia library community has initiated a number of outstanding and nationally-recognized collaborative programs, such as GALILEO (Georgia Library Learning Online), Georgia's virtual library; PINES (Public Information Network for Electronic Services), connecting 285 public libraries with a shared automation system and resource-sharing network; GIL (GALILEO Interconnected Libraries), the University System's shared library management system; and GOLD (Georgia Online Database), a union listing of library holdings. In addition, Evergreen, the open-source integrated library system now used in over 1000 libraries worldwide, was developed by staff of the Georgia Public Library Service.

Library Services and Technology Act (LSTA) funding is essential to the success of numerous GPLS services and programs. GPLS strategically allocated LSTA funds to support the foundational services most needed and desired by public libraries in Georgia. Administrators invested LSTA resources primarily in "on-behalf" services that level the field for Georgia's many diverse public libraries, offering significantly greater value and impact than could be achieved by individual libraries working independently.

GPLS contracted for an outside evaluation of its LSTA program, 2007-2012. The evaluation can be found in Appendix A. Evaluators found that "The Georgia Public Library Service (GPLS) designed and implemented the plan to provide programs and services that support and enhance those provided by public libraries in the state, leveraging economies of scale to accomplish more for the group than could otherwise be accomplished individually. LSTA programs are fully integrated into the GPLS Strategic Plan under the mission of 'Empowering libraries to improve the lives of Georgians.'"

As reduced funding necessitates difficult choices in the funding of programs, GPLS strives to communicate clearly and frequently with stakeholders in the library community to ensure that priorities align. In addition to the December 2011 survey conducted by the LSTA evaluators (see appendix A), surveys requesting input on GPLS' programs and services were conducted in July 2011 by the Regent's Public Library Advisory Committee (RPLAC) and in January 2012 by the Parthenon Group, as part of a study of State Library Agencies funded by the Bill and Melinda Gates Foundation. These survey results can be found in Appendices B and C.

The Gates study of the role of state library agencies provided valuable feedback on GPLS' strategic direction and the effectiveness of current programs. The assessment asked two questions:

**Do the agency's offerings leverage their comparative advantage over individual libraries (e.g. scale and expertise)?**

**Are the services the agency provides in line with what its constituents (libraries and their patrons) value most?**

Results of the GPLS assessment found that **“all of the agency's initiatives leverage its comparative advantage over individual libraries and that GPLS's most costly initiatives are highly used and valued.”**

Julie Ingalls of the Parthenon Group, lead consultant on the study, stated: “GPLS's model of using the entirety of its LSTA grant funding for statewide services, instead of for grants to individual libraries, allows the agency to effectively leverage its scale. The LSTA money used in this way benefits a broad set of libraries and arguably goes farther than does distributing small sums to individual recipients.”

Feedback collected during this assessment and through other sources continues to reinforce the conclusion that investments in PINES, GALILEO, technology infrastructures, children's and youth programming, GLASS, and other on-behalf, LSTA-supported initiatives are desired and highly valued by Georgia's libraries and their patrons.

It is GPLS' intent to enhance and strengthen these projects and to continue to develop outstanding library programs, resources and services for all Georgians. The following guiding principles were used in developing the programs and services that make up the plan:

## **GPLS VISION**

*“Achieving excellence in library service for all Georgians”*

## **GPLS MISSION**

*“The Georgia Public Library Service: Empowering libraries to improve the lives of Georgians.”*

## **NEEDS ASSESSMENT**

In addition to the three recent surveys referenced above, GPLS employs a variety of methods to continually assess the many and varied needs of Georgia's libraries. The Regent's Public Library Advisory Committee (RPLAC) comprises twelve public library directors elected by peer groups representing library systems large and small, single- and multi-county. Two University System of Georgia Regents are also members of this committee. RPLAC meets regularly to discuss matters of importance to public libraries, focusing on funding, programs, and services. GPLS relies on the advice of this group for questions related to funding formulas, policy changes, legislative initiatives and the evaluation of programs and services from the state library agency. Programs funded by LSTA are discussed on an annual basis as we seek input from the field on the best use of these funds.

Along with RPLAC, several other standing committees and working groups provide valuable advice and input to the decisions made at GPLS. The PINES Executive Committee, PINES functional subcommittees, GALILEO Steering Committee, Library Consumer Advisory Council (LCAC, made up of consumers of Library for the Blind and Physically Handicapped services), Outreach and Advisory Center administrators (subregional library outlets for LBPH services) are several of the standing groups that include library administrators and staff from public and academic libraries who are deeply engaged with the services and programs provided by GPLS, and provide front-line perspective and advice as we evolve and enhance our services.

Analysis of survey results clearly shows consensus among stakeholders as to the most critical needs in Georgia's library communities.

- PINES – The Public Information Network for Electronic Services (PINES) provides an integrated ILS for over 300 public libraries, comprising hardware and software support, helpdesk, statewide courier service, overdue notice production and system administration. PINES is consistently identified as the most-valued GPLS provided service. Surveys support additional funding for PINES as a top priority. From a recent LYRASIS survey: “PINES is our ‘bloodline’ to quality service to our patrons.” With 2,773,632 active cardholders circulating over 18 million items per year, PINES confirms its vital place in communities all over Georgia. PINES libraries loaned over 700,000 items not available locally, which were delivered via GPLS-funded courier. PINES development is a critical and timely need if PINES is to continue to offer a high standard of library automation. New member libraries are waiting for the development of key features, such as an acquisitions module for Evergreen, before joining PINES, and existing member libraries have essential priorities for development efforts.
- IT network and support – The statewide high-speed internet network is a foundational public library service. GPLS writes and submits the statewide E-rate application for federal funds to subsidize the network, and manages all aspects from purchase to configuration to filtering. There is a critical need for additional bandwidth at libraries throughout the state. GPLS is embarking on a new model for providing essential bandwidth and the support services, including filtering, in all 159 counties. GPLS IT staff provides much-needed IT training, consulting, website and email management and support. Public library staff rates all IT services as essential, and strongly support the addition of “geek squad” assistance on the ground across the state as an emerging service. IT training is consistently requested as library technologies become more complex. From a public library staff member: “The Technology Boot Camp has been a wonderful learning and networking experience. Please continue to offer this training, not only to help me in my job personally, but because technology is the only way I see for libraries to continue to evolve into what our patrons need.”
- GPLS is a national leader in library resource sharing, and these services are highly valued throughout the state. The provision of OCLC shared cataloging and ILL services are critical to library operations, and the GALILEO program continues to rank as a top priority. GALILEO is a partnership to purchase and provide electronic resources between 2000+ members of these communities: The University System of Georgia, GPLS, the Technical College System of Georgia, public and private K-12, and a group of private academic colleges and universities. GALILEO institutions access [resources](#) indexing thousands of periodicals and scholarly journals, encyclopedias, business directories, and government publications, many in full-text. While libraries benefit from the cooperative sharing of resources - lower costs and increased access to a wider range of materials, GALILEO seeks to provide equal access to information for all Georgians. Therefore, the awareness of, and ease of navigation of GALILEO is an issue that GPLS is committed to addressing. New options for searching/discovery layer, and improved awareness efforts will make these resources even more valuable to libraries and their patrons.

In addition, libraries strongly desire that GPLS coordinate purchases of other resources, from cataloging tools to e-books, as shrinking budgets demand new and creative purchasing solutions. From a library staff survey, “There is no way that our library could continue to provide the current level of service to our patrons without the programs, especially PINES and GALILEO, sponsored by GPLS.”

- “The summer reading program is a major event in our county. Schools partner with us to promote the program and even participate by organizing teachers to read at several of our branch libraries once a week. We could not afford to fund this program on our own.” GPLS’ investment in the CSRP is much appreciated by public libraries statewide. We are exploring partnerships to address the literacy needs of pre-readers, birth to 4, as a core responsibility of public libraries, building on our strong foundation with Every Child Ready to Read and Prime Time programs. Public libraries are a ubiquitous resource for early and family literacy programs. Libraries provide a safe, non-threatening environments for families to come together to read and discuss books, self-select materials, and develop literacy skills that will help them become strong, life-long readers. Research shows that programs such as Summer Reading, Every Child Ready to Read, and PRIME TIME Family Reading Time have a transformative impact on participants long after the program’s conclusion.
- Georgia’s libraries rely on GPLS-sponsored continuing education opportunities to keep staff at all levels up-to-date on current trends, technologies and research. Boot camps and intensive, multi-day workshops for technology staff, business managers, catalogers, and children’s services staff have proven to be popular and well-attended, and all surveys indicate the demand for these to continue annually. In addition to continuing our current, successful efforts, we plan to respond to customer requests for in-depth PINES training, leadership in library in-service efforts, and GALILEO training in the upcoming years. A recent survey by the Parthenon Group shows that 94.6% of Georgia’s public libraries participate in GPLS-provided continuing education, workshops, webinars, online courses, GALILEO training, and WebJunction classes (Parthenon Results survey, Q2). These continuing education-related services rank highly in their importance to libraries throughout the state (Parthenon Results survey, Q2). GPLS will continue to increase the reach of continuing education to Georgia libraries, and seek to enhance its offerings to the benefit of library staff.
- GPLS’ work in developing advantageous partnerships between libraries and other agencies and programs has resulted in spectacular success stories. Georgia Public Library Service partners with a number of state and private organizations to provide an additional layer of support and awareness for the state’s public libraries. While maintaining these partnerships, we will seek to develop others that leverage the resources of both libraries and outside organizations for the benefit of all citizens. GPLS-sponsored strategic partnership programs have saved Georgia citizens approximately \$3,756,446 in direct expenditures over the past seven years and provided hundreds of hours of free programming for public libraries across the state. Similar projects will be developed in order to enhance the lives of Georgia citizens. Additionally, the state must develop the capacity of its public libraries to create and implement effective marketing strategies that will have a measurable impact on awareness of the value libraries provide to their communities and increase usage of library resources. OCLC’s most recent study, *Perceptions of Libraries 2010*, was clear when they concluded, “The library needs to advertise its services more,” and “An opportunity and a need exist to support the growing demand for library services via the online library. Our study suggests that this will not happen naturally—we have seen little movement in the last five years. This important shift will come only with more promotion and expanded access to online library services—delivered both on and off the library Web site.” Their earlier report, *From Funding to Awareness*, suggested, “targeting marketing messages to the right segments of the voting public is key to driving increased support for U.S. public libraries.” Both studies confirm the need for libraries to develop and implement strategies that communicate their value.

- Through the Georgia Library for Accessible Statewide Services (GLASS), GPLS provides library services for the blind and those with print impairments. GLASS is the regional library for Georgia in partnership with the National Library Service and the Library of Congress. The GLASS network of Subregional libraries and Outreach and Advisory Centers:
  - Identifies and provides outreach to serve eligible individuals and agencies;
  - Provides readers' advisory services to connect these readers to their reading material
  - Maintains and builds awareness of the latest adaptive technologies and services (e.g., free downloadable audiobooks), and implement those that are appropriate;
  - Circulates and maintains NLS-provided resources (recorded books and magazines, audio playback machines and equipment, Braille books and magazines);
  - Provides access to materials of local interest and special requests of patrons through the recording, duplication and distribution of local materials.

With over 15,000 registered users and an annual circulation of over 1 million items, the GLASS network provides an important service, yet reaches only about 10% of estimated eligible users. The goal is to reach a higher percentage of users, advocate for additional services and programs for these users, and to provide a rich and full library experience for all ages of users. The common ratio that the National Library Service for the Blind and Physically Handicapped, part of the Library of Congress, uses to determine the number of citizens eligible for their services is 1.4% of the total population. For Georgia, that number is 147,694 for 2012. The recent redesign of the outreach structure in Georgia will encourage more opportunities to promote the services to those who are eligible.

## **GPLS GOALS**

- 1. *Providing and encouraging visionary leadership;***
- 2. *Ensuring equal access to information and technology;***
- 3. *Promoting the value and joy of life long reading and learning; and***
- 4. *Facilitating collaboration and innovation in the broader library community.***

## **PURPOSES OF LIBRARY SERVICE AND TECHNOLOGY ACT**

- 1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- 2) establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
- 3) (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;
- 4) develop public and private partnerships with other agencies and community-based organizations;
- 5) target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
- 6) target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from

families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved;

7) develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and

8) carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan. 20 U.S.C. § 9141(a)(1-8).

## **IMLS FOCAL POINTS**

Lifelong Learning

Employment/Business Development

Digitization

Human Services

Civic Engagement

## **PROGRAMS AND INITIATIVES**

### **JOINT INITIATIVE BETWEEN GPLS CONTINUING EDUCATION, IT MGMT, AND THE PINES TEAM:**

ACTIVITY: Annual Extreme Learning Lab for Libraries

Project description: GPLS will host an annual extreme learning lab for libraries focusing on emerging technologies; tech trends confronting libraries today; and a review of tech essentials for all public service staff. This three-day conference, intended for IT and interested line staff, blends dynamic presentations from thought leaders in public and private industry with hands-on, experiential learning activities. Attendees will explore a range of topics such a cloud computing, LTE, app and game development, video for learning, PC and Mac tips and tricks, and troubleshooting connectivity. There will be a tech showcase of the latest in smartphones, mobile devices and downloadable resources.

#### **TARGETS:**

- Staff will gain proficiency in working with patrons and technology
- Increased skill in using multimedia and apps to design learning solutions for library users
- Increased knowledge of emerging technologies with implications for public libraries & their patrons
- More than 100 library staff will attend the learning lab
- More than 50 library staff will virtually attend each keynote presentation broadcast from the event
- More than 20 online resources will initially be share by GPLS with the library community immediately after the event
- More than 25 online resources that directly benefit patrons will be generated by attendees within one year of the event
- We will change locations annually, and utilize the various state park lodges around the state, which serves the function of also boosting the local economy
- Speakers from the library IT world as well as from the broader IT industry will provide expertise, perspective, best practices and new ideas
- Speakers from Georgia public libraries will also present current projects and best practices

<b>GPLS Goals</b> 1); 2); 4)
<b>LSTA purposes served by goal:</b> (see appendix XXX for specific purposes) 1); 2); 3) (a); 3) (b); 4); 5); 7)
<b>IMLS Focal Points:</b> Lifelong Learning, Employment / Business Development, Human Services

**JOINT INITIATIVE BETWEEN GPLS CONTINUING EDUCATION, IT MGMT, AND THE PINES TEAM:**  
ACTIVITY: PINES U

Project Description: "PINES U" is envisioned to be a "one-stop" training solution for PINES library staff and patrons, involving a combination of self-paced online tutorials, synchronous online training sessions, TED-style lecture videos, and online documentation for learning how to use the Evergreen software in PINES. No organized patron-facing PINES trainings currently exist, so PINES U will answer a long-needed demand from library users. PINES U will include specialized and targeted training for new and forthcoming technologies and topics, such as RDA training and a cataloger's conference.

**TARGETS:**

- More than 100 to 175 staff members will attend online training sessions.
- Archived training recordings will be presented online with a minimum expected viewing of 400 views.
- More than 2.7 million active library users will be able to view online education products
- Moving PINES trainings into online format will result in a 3000% increase in direct training recipient (735 staff members trained via live and archived online sessions versus 20 per face-to-face session) resulting in an increase of a minimum expected 100,000 trained patrons.
- PINES U will result in a greater number of PINES library staff directly trained by GPLS staff.
- PINES U will result in increased confidence in using the software and applying PINES policy.
- PINES U will result in a significant cost savings to GPLS and the PINES libraries as compared to the expense of travel for in-person trainings.
- In the case of RDA training and the catalogers, PINES catalogers will feel more confident working with RDA records and feel prepared for the impending PINES implementation of this new standard.
- Increased knowledge of cataloging rules and standards
- Speakers from specialized topical areas will provide expertise, perspective, best practices and new ideas
- Speakers from Georgia public libraries will also present current projects and best practices

<b>GPLS Goals:</b> 2); 4)
<b>LSTA purposes served by goal:</b> 1); 2); 3) (a); 3) (b); 4); 5); 7)
<b>IMLS Focal Points:</b> Lifelong Learning, Employment / Business Development, Human Services



**JOINT INITIATIVE BETWEEN GPLS CONTINUING EDUCATION, GPLS IT MGMT, COMMUNICATIONS, AND THE PINES TEAM:**

ACTIVITY: PINES Development – Mobile App, Holds Module, Reports and Acquisitions

Project Description: The open source Evergreen Integrated Library System (ILS) is the software which handles circulation, patron registration, cataloging of materials and the on-line public access catalog. Evergreen ILS provides a unified, searchable catalog of holdings and uses a single database of registered borrowers. In order to enhance the Evergreen software and/or its functionality and to meet the demand of library users to have mobile apps , GPLS will develop a mobile app that will allow users to search the catalog, place holds, renew materials and to authenticate their PINES library card so that a physical card is not required at checkout. PINES libraries consistently submit helpdesk tickets regarding possible holds and reports problems. Anecdotal information suggests that HOLDS may not work consistently. A complete review of the holds matrix should reveal any needed changes and illuminate any further development that may be needed. Reports are very difficult to use and requires special knowledge of SQL to complete a simple statistical report. An Acquisitions Module for the Evergreen ILS software used by the PINES consortium will facilitate the selection, ordering, receiving, processing, and invoicing of print and non-print materials for the library systems that comprise the group. While PINES libraries benefit from development efforts in partnership with Evergreen libraries worldwide, development of the acquisitions module specifically needed by PINES is in process and needs additional funding to complete.

**TARGETS:**

- The Georgia Public Library Service will take advantage of a statewide economy of scale to develop a mobile application and software developments that can be used by all PINES member libraries.
- Development of a mobile app will result in increased use of the library services and materials.
- Encourages research, personal knowledge and educational entertainment among Georgia’s citizens.
- PINES libraries will require fewer helpdesk calls for assistance
- Project will result in improved library services to our customers
- Improved productivity for library staff; Staff will be able to manage, review, locate, and price item for possible acquisition;
- Staff and patrons will be able to access bibliographic and item records more readily; Staff will be able to provide accurate financials; PINES libraries staff will be able to accomplish tasks more readily
- The PINES Annual Satisfaction Survey results will show more satisfaction (and absence of complaints) about accessing, finding and obtaining library materials.

<b>GPLS Goals:</b> 1),2); 4)
<b>LSTA purposes served by goal:</b> 1); 2); 3) (a); 3) (b); 4); 5); 7)
<b>IMLS Focal Points:</b> Lifelong Learning, Employment / Business Development, Human Services

**PINES**

ACTIVITY: Group purchases for PINES member libraries: subscription to Web Dewey and RDA Toolkit

Project Description: In order to provide support and facilitate maintaining current cataloging standards throughout the state, we will provide for the public libraries a subscription to Web Dewey, which is prohibitively priced for many. This online product provides access to the Dewey Decimal Classification (DDC) system and provides mapping between call numbers and subject headings.

In order to facilitate maintaining current cataloging standards state-wide, we will provide for the public libraries a year's subscription to the RDA Toolkit, which is prohibitively expensive for many. RDA (Resource Description & Access is set of cataloging standards which replaces the current Anglo-American Cataloging Rules in 2013. The RDA manual was designed to be used as a web tool. Providing access to the RDA Toolkit will provide support for cataloging standards and patron access to collections.

#### TARGETS:

- A subscription to the toolkit will allow public library catalogers to maintain currency in knowledge of national standards
- The subscription will help catalogers in transition to the new standard (RDA)
- It will assist catalogers in maintaining and increasing patron access to library materials
- Public library catalogers will be able to maintain occurrence in national standards and streamline their workflow by using an online product rather than the print volumes;
- Catalogers will provide improved patron access to materials.

#### ACTIVITY: PINES Database Clean-Up Projects: Bibliographic Database, Phase II and Patron Database and PINES Authority File Update

Project Description: After the vendor Database Clean-up Project there were many bibliographic records that lacked sufficient information to be processed, which necessitates manual handling. This project utilizes temporary catalogers to process the remaining records with current OCLC records, and requires the purchase of additional computers and other equipment. This project begins the next phase of ongoing maintenance of the PINES bibliographic database. The patron database project will remove the large number of duplicated patrons from the PINES database and correct erroneous patron address information. Without it, it is increasingly difficult to search/add patron records to PINES and increases the likelihood of overdue items. This project will allow libraries to follow up on overdue or missing items and to more adequately serve their patrons. PINES Authority File has not been updated since January 2007, and an outdated Authority File has a negative impact on author and subject searches in PINES cataloging. To get PINES Authority File updated, PINES cataloging staff member and System person will work with a qualified commercial and or to do a one-time Authority File update followed by on-going maintenance work both monthly and bi-annually.

#### TARGETS:

- Database clean-up projects will result in fewer but more effective search results
- Less staff intervention will be needed to assist patrons in using the software effectively; Patrons will be more comfortable with searching and using the PINES catalog and understand search results more readily.
- The multi-part cleanup will result in improved search return speed and more accurate records for statistical reports
- A clean patron database will allow more efficient searching by PINES library staff and prevent duplication of records
- The PINES patron database will be more precise, increasing overall staff efficiency and enable better customer service to PINES patrons by decreasing staff workflow time and effort.
- The PINES Annual Satisfaction Survey results will show more satisfaction (and absence of complaints) about accessing, finding and obtaining library materials.

ACTIVITY: PINES Courier Service

Project Description: To further address the needs for increased resource sharing among Georgia’s public libraries, GPLS will continue to provide statewide courier services to all regional headquarters libraries. The courier service supports active resource sharing among libraries.

TARGETS:

- GPLS will take advantage of a statewide economy of scale to transfer library materials to 385 library facilities via delivery to regional headquarters libraries
- GPLS will realize a significant savings on behalf of Georgia’s libraries by centrally managing and providing the statewide courier service as opposed to libraries paying individual postage costs to send items via US postal service or other commercial carrier
- Libraries patrons will continue to realize efficient and cost effective delivery of materials to their local library making the borrowing of materials from across the state a seamless process
- Encourages research, personal knowledge and educational entertainment among Georgia’s citizens

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<b>GPLS Goals:</b> 1); 2); 4)
<b>LSTA purposes served by goal:</b> 1); 2); 3) (a); 3) (b); 4); 5); 7);
<b>IMLS Focal Points:</b> Lifelong Learning, Employment/Business Development; Human Services, Civic Engagement

**JOINT INITIATIVE BETWEEN GPLS RESOURCE SHARING AND IT MGMT:**

ACTIVITY: GALILEO DISCOVERY LAYER

Project Description: Offer a discovery layer to all public libraries statewide in order to provide a single point of access to the full library collections across bought, licensed and digital materials. A single search box would be offered alongside a range of other navigation features.

TARGETS:

- GPLS will participate in an environmental scan to determine the best product for library patrons
- GPLS will partner with the Board of Regents in decisions on the best use of the product such as policy, navigation, usability and branding
- The Discovery layer will drive traffic to the GALILEO databases, with a projected increase in use of 15% each year after implementation.

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<b>GPLS Goal:</b> 4
<b>LSTA purposes served by goal:</b> 1); 2); 3) (a); 3) (b); 4); 5); 7);
<b>IMLS Focal Point:</b> Lifelong Learning, Employment/Business Development; Human Services, Civic Engagement

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**JOINT INITIATIVE BETWEEN GLASS AND IT MGMT:**

ACTIVITY: GLASS and Public Library Service to Individuals with Print Impairments

Project Description: GLASS Network patron service will provide a model for library service to all Georgia public libraries. Georgia’s public libraries will provide accessible equipment and software to make all the resources and programs meet or exceed ADA standards.

TARGETS:

- Use of Assistive Technology (AT) at public libraries by people with disabilities will increase by 50%;
- After current use is determined, those with disabilities will increase visits to public libraries by 40%;
- Public library staff will implement accommodations when planning services and programs;
- People with disabilities will participate in programs at local public libraries;
- People with disabilities will access all library resources through the use of AT.

<b>GPLS Goals:</b> 2); 4)
<b>LSTA purposes served by goal:</b> 1); 2); 3) (a); 3) (b); 4); 5); 7);
<b>IMLS Focal Points:</b> Lifelong Learning, Employment/Business Development; Human Services, Civic Engagement

**IT MANAGEMENT**

ACTIVITY: Maintenance & Upgrade of a Statewide Wide Area Network (WAN)

Project Description: To further address the needs for increased bandwidth in Georgia’s public libraries, GPLS developed a proposal for a next-generation broadband network. Since Georgia’s libraries are dependent on this network for the majority of services they offer, we are actively in negotiations with local ISPs, the Board of Regents, AT&T and Georgia Public Web in order to re-architect a sustainable model.

TARGETS:

- The Georgia Public Library Service will take advantage of a statewide economy of scale – more than 384 libraries in Georgia will utilize the service
- GPLS will realize a significant savings on behalf of Georgia’s libraries by centrally managing and providing the statewide network, as opposed to 61 individual systems managing contracts individually.
- Through the use of authentication for wired and wireless access, well over 13.3 million library patrons will utilize the broadband network.
- Libraries would realize a significant increase in bandwidth – the statewide Intranet will be increased to 6-8Mbps by 2014, and the Public Access network will increase to 20-50Mbps by 2014.

ACTIVITY: Management of Hardware & Provision of Support for Statewide Children’s Internet Protection Act (CIPA) Filtering

Project Description: GPLS will develop maintenance and replacement cycles for all hardware and software and will maintain and manage license agreements and contract renewals. GPLS will also develop a training schedule for (2) GPLS system administrators in order to insure redundancy of knowledge and reduce dependency on outside contractors.

#### TARGETS:

- 384 public libraries in Georgia will be provided a centralized web filtering service in order to maintain compliance with the Children’s Internet Protection Act (CIPA).
- GPLS will complete a state-wide upgrade to library Internet point of presence locations, encompassing the (5) zoned Local Access and Transport Areas (LATAs) and the library systems within replacing the legacy filtering hardware with (5) Crossbeam network security chassis, utilizing Actiance Unified Security Gateway software.
- GPLS will control appliance sprawl by consolidating the (10) existing appliances (“content engines”) into fewer new units, reducing administrative overhead.
- GPLS will greatly improve throughput performance, allowing implementation of dynamic content filtering and deep packet inspection rather than simple URL filtering. This addresses many of the web filtering loopholes in the current system.
- GPLS will provide a unified threat management system, resulting in an increase in network security, mitigating many of the Internet threats that have emerged over recent years and ones to come.
- The upgrade will result in a more efficient use of bandwidth resources through mitigation of illicit traffic.

#### ACTIVITY: Preparation & Management of Statewide E-Rate Program for Telecommunications/Internet Network

Project Description: GPLS will assess the number of libraries eligible for MetroE service through ATT and reconcile the price point difference for each system. From there, GPLS will assess the number of libraries for whom it makes sense to go with the Split-LAN model resulting in a model for the # of individual E-rate applications and the # to be filed on behalf of GPLS and on behalf of the individual library system.

#### TARGETS:

- GPLS will apply for E-rate discounts on managed telecomm service on behalf of all of the regional libraries with the exception of 2 systems, totaling 362 libraries.
- GPLS will provide assistance and training for all Georgia Public Libraries in E-rate application preparation, in the form of workshops, online meetings, and documentation provided via the GPLS web presence.

#### ACTIVITY: Thin Client / Virtualization

Project Description: In order to reduce desktop replacement costs, increase network security, provide data access to mobile or remote workers, enable the support of application software on diverse hardware and to ensure data remains accessible and secure, GPLS will pilot a plan to roll out a thin client/virtualization model for over 384 libraries in Georgia.

#### TARGETS:

- 3-5 library systems will be chosen to pilot the virtualization of their public access computing areas.
- Once rolled into production, every library system in Georgia would realize the following:
  - Significant reduction in replacement costs: instead of every 3-5 years, each client would need only be replaced every 5-8 years, resulting in a cost savings per machine of up to 100%.
  - Significant reduction in maintenance costs would be realized, since software application updates, virus scanning and patches can be executed on the server.
  - Significant reduction of information security risk: data and applications would be securely stored on the server.

- Significant reduction of deployment costs: thin clients can be remotely configured and do not need to be set up individually. Break-fix simply requires replacing the thin client.

**ACTIVITY: Statewide Email Upgrade**

Project Description: The current system (basic POP/IMAP/SMTP) has been in place for four years. The intent is to replace it with full AJAX web-based system that incorporates shared contacts/ calendars/ documents & advanced tagging & searching of data. We have conducted an environmental scan and concluded that Zimbra far outperforms other products on the market.

**TARGETS:**

- Upgrade of email service for 48 library systems in Georgia
- Replacement of current system will result in incorporation of shared contacts/calendars/documents & advanced tagging & searching of data
- Installing the email program Zimbra statewide, the upgrade will also align with the GPLS commitment to utilizing open-source software where it makes sense.

**ACTIVITY: Geek Squad**

Project Description: GPLS would build a model for IT support across the state in the form of contractors/ part-time employees in order to: Install and upgrade microcomputer hardware and software: Consult with library personnel in assessing information systems planning and physical facility planning; Develop training aides and materials appropriate for library staff, and plan, organize and conduct basic and advanced training sessions in both classroom and on-site settings

**TARGET:**

- GPLS will employ at least (1) contractor per LATA (Local Access and Transport Area) to work in the field at individual library branches.

<b>GPLS Goal: 2</b>
<b>LSTA purposes served by goal: 1); 2); 3) (a); 3) (b); 5); 7);</b>
<b>IMLS Focal Point:</b> Lifelong Learning, Employment / Business Development, Human Services, Civic Engagement

**JOINT INITIATIVE BETWEEN GPLS RESOURCE SHARING AND CONTINUING EDUCATION**

**ACTIVITY: GALILEO training, marketing, enhancement & GALILEO Alternate Reality Game “Libraries Last Stand”**

Project description: GPLS will work closely with GALILEO staff on initiatives designed to improve the visibility, usability and popularity of the GALILEO databases. Work will include marketing strategies/programs and new training options. GPLS, working closely with GALILEO staff and a creative team of library personnel from public, academic and K12 libraries, will create a live, interactive video game designed to promote and encourage the use of the GALILEO databases with users from all types of libraries. The game, modeled after the renowned alternate reality game (ARG) “A World Without Oil”, will challenge participants to survive in an altered imagining of today’s world in which the only trusted online source of information is GALILEO.

**TARGETS:**

- Increased media exposure for GALILEO and libraries to the public
- Increased multiple literacy skills in participants
- Increased proficiency in navigating GALILEO for participants
- More than 200 Georgia library cardholders will actively participate in the online game
- More than 100 user submissions will be uploaded during the game
- More than 200 people will follow the game via social media
- Increase searching use of GALILEO by 15%/year by contributing to a discovery layer service
  
- Increase public library staff awareness (and therefore public use) of GALILEO by changing /contributing to changes of the database interfaces / aggressive use of express links
- Increase the public's awareness, interest and use of GALILEO by creating and assisting in the creation of creative self-paced training

<b>GPLS Goal: 4</b>
<b>LSTA purposes served by goal: 1, 2, 3a, 3b, 4, 7</b>
<b>IMLS Focal Point:</b> Lifelong Learning, Employment/Business Development, Human Services, Civic Engagement

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**RESOURCE SHARING**

ACTIVITY: OCLC Group Services

Project description: GPLS will purchase access to OCLC's group cataloging services.

**TARGETS:**

- Unlimited cataloging means that libraries don't have to meter their searches
- Facilitates greater copy cataloging statewide; lessens need for as much original cataloging
- Includes free batch-loading of records, saving staff time from individual record loading
- Allows greater cataloging facilitation from GPLS; many systems don't have a full-time cataloger
- GPLS responsibility leverages the coordination of cataloging training for all public libraries state-wide including forthcoming RDA
- Eliminates costs to individual library systems

ACTIVITY: Georgia Online Database (GOLD)

Project description: GPLS facilitates resources-sharing state-wide via GOLD

**TARGETS:**

- Every library, regardless of size or type that participates in-network, shares resources for free, saving over \$400K/year in normal out-of-network fees
- GPLS responsibility leverages OCLC training for all
- Georgia residents have access to a wider range of materials than they might otherwise
- Eliminates costs to individual libraries to participate

ACTIVITY: HomePlace

Project description: HomePlace (a division of GALILEO partially sponsored by GPLS) will continue adding strategic locally-important projects, which are made available through GALILEO’s Digital Library of Georgia.

TARGETS:

- Conduct activities to increase the public’s and library staff awareness of HomePlace
- Increase public use of HomePlace by 15%
- Add several historic newspapers from major population centers and smaller communities; add oral history projects; improve access to more media via digitization improvements

ACTIVITY: Professional collection, state library

Project description: To support the mission of GPLS – empowering libraries to improve the lives of Georgians – the professional collection, the state library agency’s library, must make accessible and circulate the broadest scope of materials that are pertinent to library and information services practitioners in Georgia. The professional collection will serve patrons by offering the most current materials in the field in a variety of formats and in a timely manner. This PINES-accessibly collection provides an economy of scale research and reference function for the state’s practitioners and library school students.

TARGETS:

- Increased circulation by 10%
- Increased awareness of the specialized collections to the broader library community

<b>GPLS Goal: 4</b>
<b>LSTA purposes served by goal: 1, 2, 3a, 3b, 4, 7</b>
<b>IMLS Focal Point: Lifelong Learning, Employment/Business Development, Digitization, Human Services, Civic Engagement</b>

**YOUTH SERVICES**

ACTIVITY: Conferences, training and travel

Project description: GPLS Children’s Services division will plan and implement continuing education opportunities annually. FY13 will begin an emphasis on virtual training.

TARGETS:

- 250 public library staff will attend the 8 quadrant meetings
- Users will make informed decisions when planning library programs for children and teens

ACTIVITY: B4 (Birth-to-four) Early Literacy Initiative

Project description: A partnership of GPLS, the public libraries, and other statewide stakeholders (e.g., Department of Early Care and Learning, Headstart, and others), this program is inclusive of a Washington State Library’s model two-year project to train public library staff, childcare providers, and



social services agency personnel. Thirty-two early literacy strategies workshops will be presented across the state. Training will be developed by consultant(s) in tandem with GPLS staff and our state-wide partners. Through this collaborative, parents and caregivers are provided with the information and resources to get preschool children prepared for future success in school by getting them ready to learn to read. A key component of the success of this program is the outreach to childcare environments state-wide.

**TARGETS:**

- 800 library staff and childcare providers will attend early literacy strategies training
- 60% of participants will translate early literacy strategies into their parent training
- 50% of participating libraries' parent-toddler/infant story times will incorporate early literacy strategies into their programming
- 80% of attendees will report increased awareness of early literacy
- 2400 library-staff led story times (over a period of six weeks) will be modeled for caregivers and children in child-care environments statewide

**ACTIVITY: PRIME TIME Family Reading Time**

Project description: PRIME Time Family Reading Time provides a way for low-literacy families to gain access to all the wonderful resources of public libraries and humanities book discussion in a safe-non-threatening manner. PRIME TIME teams include a library coordinator, a humanities scholar and a storyteller. The series runs for 6 consecutive weeks and includes a meal, preschool activities and a small stipend for travel.

**TARGETS:**

- 150 family participants attending sessions
- 100 new library cards issues
- 96 books read/discussed
- 10 PRIME TIME series held in GA
- Families' attitude toward the library as a positive community resource improves
- Families demonstrate an improved attitude toward reading and learning
- Families demonstrate an increased level of family interactions

**ACTIVITY: Summer reading**

Project description: GPLS coordinates the annual statewide Summer Reading Program that encourages children and families to read for fun during school vacations through the CSLP. Family literacy activities are highlighted and parents are encouraged to participate in the program with their children. Reading logs, bookmarks, posters and stickers are designed to help promote the program in each of the 405 library facilities in Georgia for children from birth to 17 years.

**TARGETS:**

- Increased program attendance
- Increased media attention
- More families join SRP
- Increased children's circulation

ACTIVITY: Storytime Outreach to Children in out-of-home care

Project description: Five library systems will pilot this program based on Gwinnett County Public Library's Storytime-A-Go-Go program. Library staff will provide 6 consecutive weeks of storytimes (using the ECRTR methodology) for lottery-funded Pre-K programs in their commercial childcare center.

TARGETS:

- 100 childcare centers
- 600 storytimes
- 12,000 children served
- Childcare providers will report increased understanding of the importance of reading to young children
- Childcare providers will see the library as a positive community resource

<b>GPLS Goal: 3</b>
<b>LSTA purposes served by goal: 1, 4, 5, 6</b>
<b>IMLS Focal Point: Lifelong Learning, Human Services, Civic Engagement</b>

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### **CONTINUING EDUCATION AND PROFESSIONAL DEVELOPMENT**

ACTIVITY: Leadership Institute - PINNACLE Program

Project Description: Designed to enhance the effectiveness of Georgia's current, and future, library leaders in managing their library system's opportunities and challenges, PINNACLE lasts 10 months. It begins with a four- or five-day retreat in November and is followed by up to six two- or three-day retreats held between December and September. Each participant completes a capstone project and is expected to present this project at the annual Georgia Council of Media Organizations conference in October.

TARGETS:

- 20 PINNACLE graduates will be better prepared for their next leadership advancement
- 5 PINNACLE graduates will go on to become library directors
- Graduates will formally develop leadership skill sets they would otherwise have not gained
- The Georgia public library community will retain more quality professionals
- The Georgia public library community will benefit from PINNACLE graduates assuming formal and informal leadership positions in association, political, and internal committees.

ACTIVITY: Flexible web conferencing for staff and patron training

Project description: GPLS will enable public libraries to provide live, online training and web conference to staff and patrons via web conferencing. GPLS will make available to checkout web conferencing software, appropriate web conference phones and streaming video cameras. The combination of software, audio and video equipment empowers libraries to host trainings and programs for staff and the public in almost any location that has an internet connection.

TARGETS:

- Increased media exposure for GALILEO and libraries to the public;
- Increased literacy skills;
- Increased proficiency in navigating GALILEO for participants.
- More than 200 Georgia library cardholders will actively participate in online game
- More than 100 user submissions will be uploaded during the game
- More than 400 people will follow the game via social media

ACTIVITY: WebJunction

Project description: GPLS will empower library staff to better serve their customers by providing WebJunction access to Georgia’s libraries. WebJunction members have access to a wealth of programs, services and courses for the ongoing professional development of library staff.

TARGETS:

- Increased comfort in working with changing customer needs
- Increased sharing of documents, resources and best practices between libraries
- Increased collaboration between libraries
- 10% increase in registered users
- 25% increase in active users as defined by WebJunction
- 10% increase in user-submitted content
- 25% increase in documents and resources shared on WJ by various GPLS departments
- 5% increase in average monthly web traffic on the WJGA site

ACTIVITY: Virtual Library Staff Development Day

Project description: GPLS will host a statewide, virtual staff development day for libraries every other year. Staff members at all levels and classifications will be invited to participate in this daylong event that covers topics of interest and importance to libraries. Subject matter will be selected and the event will be coordinated with input from a diverse team of library staff throughout Georgia.

TARGETS:

- Increased comfort in working with changing customer needs
- Increased collaboration between libraries
- Increased opportunities to share insights and best practices
- Increased participant comfort with using web conferencing
- Average of 150 library staff attend each session
- Archive of each session to be available on WebJunction after event concludes
- At least 20 of Georgia’s public library systems will participate each year offered
- At least 10 libraries will submit video content to include for community building during the event

<b>GPLS Goal: 1</b>
<b>LSTA purposes served by goal:</b> 3)(a); 3)(b)
<b>IMLS Focal Point:</b> Lifelong Learning, Employment/Business Development, Human Services, Civic Engagement

## COMMUNICATIONS

ACTIVITY: Develop and implement coordinated communications for public libraries and the library users in Georgia.

Project description: Continue to publish and distribute GPLS News, a bimonthly, eight-page newsletter for Friends groups, elected officials, patrons and staff of Georgia's public libraries. Continue to enhance and expand GPLS's Internet presence to provide opportunities to reach public libraries and patrons with information about LSTA programs such as PINES, GALILEO, GLASS, summer reading and strategic partnerships; explore the creation and implementation of a more streamlined and user-friendly portal for the public while maintaining the current, in-depth site for professional use by library staff. Pursue partnership with Georgia Public Broadcasting for enhanced exposure of GPLS programs and services. Expand GPLS presence in social media settings such as Facebook and Twitter; host websites for public library systems who do not have the resources to maintain a library website for themselves. Increase the number of press releases and awareness-building events about LSTA programs mentioned above.

### TARGETS:

- Increase by a minimum of 5 percent each year (for a total of 27.6+ percent over five years) the number of visits and hits to each: the GPLS Web, our hosted library system Web sites, and our hosted non-system Web sites, and the number of Facebook followers and post views
- By establishing a Twitter feed for GPLS will build additional online awareness.
- By adding online subscription forms for the newsletter and options for PDF delivery by email, increase circulation by 2 percent each year.
- By updating and expanding our past media list of 90 print and television outlets and adding online news outlets we plan to more than double the number of media outlets we provide with our press releases.
- By also increasing the average annual number of press releases from 12 to 18 in each of the coming five years, increase the amount of press coverage about Georgia's public libraries and their LSTA-sponsored programs by at least 50 percent over past levels.

ACTIVITY: Marketing Boot Camp and Pilot Program

Project Description: Leverage GPLS' comparative advantages in scale and expertise to increase the capacity of Georgia's public libraries to develop and implement marketing strategies that will increase both awareness and use of the state's public library resources.

### TARGETS:

- Conduct a two-day marketing boot-camp to provide the strategic direction for a set of shared state-wide marketing goals and equip librarians with the critical knowledge and skills needed to develop and implement a marketing plan to address at least one of those goals.
- Conduct a minimum of four online webinars to assist libraries in the evaluation and refinement of those goals.
- Develop an ongoing communication network designed to allow the State Library to communicate best practices and innovative ideas and create a sense of community amongst libraries participating in the program.

- Fund a pilot program for no fewer than 10 public library systems to facilitate the development and implementation of a cohesive and effective marketing plan. Strategies will align with the communities' priorities; strengthen relationships with community partners and stakeholders; establish a communication network to reach both users and nonusers in the communities; and increase attendance of library sponsored events and use of the libraries' resources. Each library will receive ongoing training and coaching by marketing experts and will be provided a leading-edge tool for one year that will empower these libraries to implement and evaluate the success of their plan.
- Secure a commitment from each library to serve as "Master Marketers" and share their experiences and expertise in a train-the-trainer formatted program to be offered to the rest of Georgia's public libraries.

<b>GPLS Goals:</b> 1); 3); 4)
<b>LSTA purposes served by goal:</b> 1); 3)(a); 4); 5); 6)
<b>IMLS Focal Point:</b> Lifelong Learning, Employment/Business Development, Human Services, Civic Engagement

**ACTIVITY:** Develop and implement a coordinated program of strategic partnerships with local businesses and organizations to provide free materials and programming for public libraries that will foster awareness of and promote the delivery of high-quality public library programs for Georgia residents.

**Project description:** Continue and/or expand the scope and/or number of strategic community partnership programs that GPLS has begun since the implementation of the Strategic Partnerships project. These include the Georgia Department of Natural Resources and Georgia State Parks & Historic Sites to create the ParkPass loan program in June 2008; with Georgia Environmental Facilities Authority to create the Kill-a-Watt loan program in Dec. 2009; with Zoo Atlanta to create the Zoo Atlanta Family Pass program in Feb. 2011 and the Go Fish Education Center Family Pass program in Feb. 2012. For summer reading promotions, GPLS partnered with the Atlanta Hawks National Basketball Association team to create the Check-It-Out Reading Program in June 2005; and with the Georgia Path2College 529 Plan to create an annual savings sweepstakes in May 2010. For programming, GPLS partnered with Georgia Center for the Book for a series of author tours Sept. 2009-March 2010; with Zoo Atlanta for a series of Zoomobile visits to libraries beginning in Feb. 2011; with the Georgia Commission On the Holocaust in Sept. 2011; and with VSA Arts of Georgia in Sept. 2011.

**TARGETS:**

- Our goal in the coming five years is to nurture and expand our current programs, while pursuing additional partnership opportunities around the state that will increase library use and educational opportunities for Georgia citizens as we save them additional millions of dollars.
- We hope that our just-begun relationship with VSA Arts of Georgia will show that partnerships can pay dividends and increase traffic for our LSTA-supported GLASS Talking Book Libraries as well as traditional facilities.

<b>GPLS Goals:</b> 1); 2); 4)
<b>LSTA purposes served by goal:</b> 1); 2); 3)(a); 3)(b); 4); 7)

## **GLASS**

### **ACTIVITY: Outreach**

**Project Description:** Assisting talking book outreach and advisory centers to plan outreach in their service area. Provide good models for information and awareness material that are informative to eligible patrons, their caregivers, public library staff, medical professionals, and public school teachers. Establish contacts with state and local support groups and organizations that can assist to provide information about the GLASS service.

#### **TARGETS:**

- A total of Two hundred (200) more outreach contacts by OAC staff ;
- Information tables and presentations at professional training programs will increase by 100%;
- GLASS has 15,422 active patrons; Goal is to increase active patrons by 4% each year;
- Provide 50% more information available for those eligible at public libraries;
- Staff at public libraries will be better equipped to talk to eligible library users about talking books;
- Service providers will include information about talking books when consulting with eligible clients;
- The general public will be more aware of the program;
- Increased number of patrons and increased number of inquiries.
- Provide 75 locally-recorded local interest materials per year.
- Use of statewide and other media to increase awareness of GLASS services

### **ACTIVITY: AMLAS Program for Children and Youth**

**Project Description:** The AMLAS Program for Children and Youth purpose is to encourage the development of literary proficiency and to promote a lifestyle that is inclined and enhanced through reading. This Children/Youth Program will serve children with print impairments in grades K-12 with three levels of concentration; K-5, 6-8, and 9-12. The program will operate throughout the year with significant increase in scheduled activities during the summer months.

#### **TARGETS:**

- Twelve (12) children will attend the first summer program;
- 15% increase in attendance in summer program each following year;
- Use of BARD by children will increase by 10% each year;
- Use of the NLS braille collection by children will increase by 2% each year;
- 10% increase in children registered for the GLASS Network service each year.
- Develop existing and build new partnerships with key stakeholder service providers.

ACTIVITY: GLASS Distribution Center

Project Description: Increase productivity and efficiencies at the GLASS Distribution Center, GDC. Working with the Library of Congress, National Library Service decreases the amount of time GLASS Network patrons are on the waiting list for talking books. Through the NLS Xess program remove all cassette talking books from the collection. Implement a statewide duplication on demand program to fill patron reading needs.

TARGETS:

- 100% of the cassette collection will be returned to NLS by 2015;
- 100% of requested “Download Only” titles will be sent to patron within five (5) business days;
- 75% of the digital book collection will be checked out to patrons at any given time;
- 95% of patrons will receive requested books within seven (7) business days.

<b>GPLS Goal:</b> 2)
<b>LSTA purposes served by goal:</b> 1); 2); 3)(a); 3)(b); 4); 7)
<b>IMLS Focal Point:</b> Lifelong Learning, Employment/Business Services, Human Services, Civic Engagement

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**LSTA PROGRAM ADMINISTRATION, RESEARCH AND STATISTICS**

ACTIVITY: LSTA Program Administration

Project description: Provide guidance, training, and help in developing LSTA planning methods, program reports, financial reporting and compliance standards for LSTA program

TARGETS:

- Work with state library staff to develop several types of different analyses to determine the direction of the state library administrative agency and the focus for their community stakeholders.
- Complete the State Program Report and Financial Status Report and submit annually to IMLS
- Use the statistics to determine if the LSTA funding has helped the program administrators to increase the use of their services.
- Survey community stakeholders to determine improvement.
- Increase number of anecdotal reports to IMLS about LSTA funded programs in Georgia.
- Publish LSTA program innovations in national journals highlighting Georgia's public library achievements.

<b>GPLS Goals</b> 1); 2); 4)
<b>LSTA Purposes served by goal:</b> (See Appendix XXX for specific purposes) 3); 4); 7); 8)
<b>IMLS Focal Points:</b> Human Services, Civic Engagement

ACTIVITY: Georgia's Public Library Statistical Program

Project description: As State Data Coordinator for Public Library Statistics, collect, analyze, and publish public library statistics for use at national, state, and local levels of government to show improvement of library management and services in Georgia's public libraries.

TARGETS:

- Reduce number of edits in annual reports by 5% each year as evidence that the training sessions are improving compliance.
- Request number of library systems using statistical data with local stakeholders, and increase usage by 5% each year.
- Over 45 statistical reports delivered for various projects throughout Georgia. Increase statistical reports and publications for national/local audiences by 10% each year.
- Develop maps for projects in Georgia using ArcGIS software to visually report on library programs and needs throughout Georgia.
- Publish analyses in national journals highlighting Georgia's public library achievements.

<b>GPLS Goals</b> 1); 2); 4)
<b>LSTA Purposes served by goal: (See Appendix XXX for specific purposes)</b> 3); 4); 7); 8)
<b>IMLS Focal Points:</b> Employment/Business Development, Human Services, Civic Engagement

ACTIVITY: Georgia's Public Library Strategic Planning Program

Project description: Provide guidance, training, and help in developing strategic planning methods and standards to library systems requesting help in this area

TARGETS:

- Work with library staff to develop several types of different analyses to determine the direction of the library and their focus for the community stakeholders.
- Use the statistics to determine if the plans have helped the system administrators to gain larger budgets and increased the use of their services.
- Request number of library systems using statistical data for their evaluations within the strategic plan with local stakeholders, and increase usage by 5% each year.
- Develop maps for projects in Georgia using ArcGIS software to visually report on library programs and needs throughout Georgia.

<b>GPLS Goals</b> 1); 2); 4)
<b>LSTA Purposes served by goal: (See Appendix XXX for specific purposes)</b> 3); 4); 7); 8)
<b>IMLS Focal Points:</b> Employment/Business Development, Human Services, Civic Engagement



## **COORDINATION EFFORTS**

Efforts to coordinate programs and resources with other state agencies and partners are addressed within individual program activities. GPLS has a long and successful history of collaboration with state agencies, private enterprises and other libraries with the goal of enhanced services and programs.

## **EVALUATION PLAN**

All grants, programs, activities, contracts, and other GPLS program activities will include an evaluation component, assessing the value of the programs and services to communities and users, the economic value realized, and how much good is realized. Measures will help GPLS determine and support decisions and communications about specific initiatives and the direction of the agency's work as a whole. The Edge benchmark framework will be used in evaluation efforts of technology programs and services.

### **PROGRAM EVALUATION**

- The State's Results Based Budgeting methodologies will be applied to some activities.
- Evaluation will have a customer focus.
- Evaluation will focus on results and impacts.
- The number of outcome based evaluation items will increase on an annual basis.
- GPLS staff will be trained in outcome-based evaluation and will feel comfortable training others.
- GPLS staff will be able to provide technical assistance in outcome-based evaluation to grantees.

### **FIVE-YEAR PLAN EVALUATION**

- Evaluation components will be introduced during the first year of the Five-Year Plan.
- A mini-evaluation of the previous year's LSTA activity will be compiled and posted on the GPLS Web site after the first year. Subsequent year "mini-evaluations" will be added, cumulating to a five-year evaluation of activity.
- The Five-Year Plan Evaluation will involve both internal and external evaluations.
- The library community will have meaningful involvement in evaluating the Five-Year Plan.
- The Five-Year Plan Evaluation will inform the development of the next Plan.

## **STAKEHOLDER INVOLVEMENT**

As stated, GPLS has relied on input from the library community concerning priorities, initiatives and directions for LSTA in Georgia. Formal surveys and structured conversations with library directors and key staff members have yielded detailed information from stakeholders as to the value of LSTA programs, and the needs as libraries move forward. Survey results and comments from the Evaluation of the 2008-2012 Five-Year Plan were considered as well. GPLS is committed to ongoing communication with stakeholders to ensure that LSTA funds are expended in ways resulting in the greatest benefit to libraries in Georgia.

The Regents Public Library Advisory Committee (RPLAC), comprising 12 public library directors elected by their peers, is charged with advising the state librarian and state library staff on budgets, programs and services of the agency. This group will advise the State Librarian and GPLS staff on the operations and evaluation of the LSTA program. They will also assist in monitoring the LSTA Five-Year Plan and make recommendations concerning amendments to the plan. The library community may be involved in developing grant programs and designing processes. Other advisory committees will be established as appropriate. For example, the Library Consumers Advisory Council for the Regional Library for the Blind and Physically Handicapped, as well as a Children's Services Advisory Council assist state library staff in

overseeing and evaluating relevant programs.

GPLS will strive to provide more input and participation in the LSTA program for both the library community and residents of Georgia over the course of this plan. Because of the rapid changes that are taking place in technology, government and society, GPLS will work with these groups to amend this plan as needed over the next five years and to make appropriate modifications to it.

#### **COMMUNICATION AND PUBLIC AVAILABILITY**

Georgia's approved Five-Year Plan will be on the GPLS website. The webpage will include a feedback form to receive comments from the library community and Georgia residents. When the Plan is available, an announcement will be sent to a variety of library lists currently operating in the state. Print copies will be available at the GPLS administrative office.

A limited number of paper copies of the Five-Year Plan will be produced. These will be used with members of the General Assembly, the public, and persons not having access to a computer. Because the Five-Year Plan is in electronic format, large print versions will be produced upon request and taped copies of the plan will be produced and made available through the Regional and Subregional Libraries for the Blind and Physically Handicapped.

Electronic and paper copies will be sent to the state documents collection at the University of Georgia in Athens. The electronic version will then be included in the [Georgia Government Publications Database](#), available through GALILEO. A brochure including highlights of the Five-Year Plan will be distributed at library meetings and events and will include the URL for finding the full plan on the GPLS Web site.

#### **MONITORING**

GPLS will establish a formal process for monitoring LSTA-funded grants and activities. The Director of LSTA, Statistics and Research will maintain a master list of LSTA funded projects, with activities and budgets established. GPLS staff directors in each area will monitor programs, and will maintain progress reports. The LSTA director and GPLS business services will track and monitor expenditures. The Director of LSTA, Statistics & Research will be responsible for monitoring the progress in meeting the Five-Year Plan's goals and activities. This information will be posted on the GPLS Web site. The Director will also serve as the liaison with the project managers and fiscal services and the overall coordination of the LSTA program.