Iowa Library Services / State Library of Iowa[1]

LSTA Five Year Plan 2013-2017

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Management Consultant

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[1] 2011 legislation passed by the Iowa General Assembly reorganized library services and renamed the agency "Iowa Library Services."

Iowa Library Services / State Library of Iowa
LSTA Five Year Plan 2013-2017

1. Mission:

Iowa Library Services (IaLS) provides leadership for Iowa libraries and expands access to information for Iowans.

2. Needs Assessment:

IaLS contracted with John Langhorne, management consultant, to design a needs assessment process. Langhorne's firm, Langhorne Associates, works with organizations on leadership and management issues to achieve high performance.

The methods and data sources used to conduct the needs assessment for the LSTA Five Year Plan 2013-2017, and the findings, are described below.

2010 Iowa Census Data

A summary of key 2010 Iowa census data from the U.S. Census Bureau, http://www.iowadatacenter.org/ was presented to and analyzed by the IaLS management team, Advisory Panel and the Iowa Commission of Libraries. The demographic trends in Iowa are:

- Iowa is growing more slowly than any other state. We are the only state in the United States that did not experience at least 50% population growth from 1900 to 2011. Iowa's growth during that time period was 37.2%.

- In 2010, 6.6% of Iowa's population was under the age of five and Iowa was ranked 21st in the percentage of children under the age of five in the U.S. By 2030, Iowa is predicted to have 6% of the population under the age of five with a ranking of 39th.

- In 2010, 14.9% of Iowa's population was 65 or over and Iowa was ranked 5th in the U.S. By 2030, Iowa is predicted to have 22.4% of the population 65 or older with a national ranking of 12th. Although our rank will drop, Iowa will have approximately a 50% increase in the percentage of the population 65 and older.

- Another shift taking place is in the minority population. From 2000 to 2010, Iowa had an overall population growth of 4.1% compared to a 44.5% increase in the number of Blacks, a 44.9% increase in the number of Asians and an 83.7% increase in the number of Hispanics. In 2010, Iowa had a minority population of 11.3%; by 2040 the Iowa minority population is projected to be 20.6%.

- Iowa's population is shifting from rural counties to urban counties. In 2010, 20 of Iowa's 99 counties were defined as metropolitan. By 2040, 47 of Iowa's counties are projected to lose population due to this shift.

Surveys of Stakeholder Groups

IaLS conducted surveys of stakeholder groups February through April 2012. The major findings are included below.

Public Library staff

There were 345 individuals who completed the survey for public library staff; 77% of the respondents represented rural libraries, 13% suburban and 10% urban. Among other questions, public library staff members were asked "In the next five years, which of the following groups do you think your library will find the most challenging to serve?" The five groups that were selected by at least 30% of the respondents were: Teens (56.3%), English Language Learners (43.4%), Job Seekers (39.5%), Minorities (34.1%) and Families Living in Poverty (33.5%).

Respondents were also asked "When you think about serving your community in the next five years, how important will the following services be?" Out of 10 services listed, there were seven selected by the respondents as very important. The services considered very important by at least 60% of the respondents were: Providing Computers for the Public (82.7%), Discounts for Libraries (76.2%), Technical Support (73.7%), E-books (72.7%), Children's / Teens Services (67.2%), Increasing the Library's Internet Connection Speed (65.9%), Services for Older Adults (64.2%).

Academic library staff

There were 40 individuals who completed the survey for academic library staff; 51% of the responses were from private academic colleges, 15% from public universities and 33% from community colleges.

Academic library staff members were asked "How important is EBSCOhost in providing trustworthy information for you and your students, faculty and staff?" One hundred percent of the respondents ranked EBSCOhost as very important. They were also asked "Would your library be able to provide EBSCOhost databases without the support of IaLS?" The responses were: 40.5% said their library would be able to provide EBSCOhost databases; 33.3% said their institution would not be able to; 26.2% didn't know.

Respondents were also asked "Please indicate your assessment of the current information literacy skills and understanding of students and staff." 7.5% ranked the skills Very Good; 47.5% ranked them Good and 45% ranked them Inadequate. They were also asked "Compared with five years ago, indicate your assessment of the information literacy skills and understandings of students and staff." The responses were: 17.5% ranked the skills Much Better; 60% ranked

them Somewhat Better; 17.5% ranked them Not Better, About the Same; 5% ranked them Worse than Five Years Ago.

Iowa Library Services Advisory Panel

Legislation passed during the 2011 legislative session reorganized the delivery of services to Iowa libraries by combining the Library Service Areas and the State Library into one new agency called Iowa Library Services. In accord with this legislation, in 2011, IaLS established an Advisory Panel and worked with the Iowa Library Association to appoint members representing all types and sizes of libraries. The purpose of the Advisory Panel is to "advise and recommend …evidence-based best practices, to assist the commission and division to determine service priorities and launch programs, articulate the needs and interests of Iowa librarians, and share research and professional development information."

As part of the needs assessment, the 22 members of the Advisory Panel were asked to complete a survey containing three open-ended questions. All 22 responded to the survey. The questions were: "Three things that I find the most valuable about what IaLS does…" and "In the future, what should IaLS emphasize / what new initiatives should IaLS pursue?" The third question asked for any other comments.

John Langhorne conducted a content analysis of the responses to identify and rank themes and needs. For Question 1, the responses were clustered in seven areas: Continuing Education and Development (n=14), Interlibrary Loan and Open Access, a reciprocal borrowing program (n=11), Databases/Tech Services (n=9), Consulting Services (n=8), Statewide Collaboration (n=7), Direct State Aid (n=4), Purchasing (n=4).

For Question 2, the responses were clustered in three areas: Digital Issues such as databases, shared automation, e-resources (n=10), Collaboration / Economies of Scale (n=10), Better Serve Specific Customer Groups (pre-school aged, youth and educated senior population) (n=3)

Langhorne met with and facilitated a portion of the Advisory Panel meeting on April 17, 2012. At that meeting, the Advisory Panel drafted preliminary goals and identified themes for the IaLS Management team to incorporate into the five year plan. The themes were:

- Collaboration among libraries
- Libraries as places
- Shared digital resources
- Children and schools
- Best practices / information exchange / ideas
- Continuing education
- Communication – more/in different ways

Iowa Library Services staff

As part of the needs assessment, IaLS staff were asked to complete a three question survey similar to the one completed by the Advisory Panel. Out of 39.5 FTE staff, 34 completed the survey. The questions were "What are the three most valuable things that IaLS does…" and "In the future, what should IaLS emphasize / what new initiatives should we pursue?" The third question asked for any other comments.

Langhorne conducted a content analysis of the responses to identify and rank themes and needs. For Question 1, the responses were clustered in seven areas: Information Resource (n=29), Consulting (n=22), Continuing Education and Development (n=16), Leadership (n=15), Cost Saving / Funding to Libraries (n=8), Standards (n=3) and Populations / Patrons (n=2).

For Question 2, the responses were clustered in six areas: Technology / Digital (n=16), Collaboration (n=14), Continuing Education / Development (n=13), Leadership and Change (n=9), Funding (n=4), Staff Issues (n=4).

Iowa Commission of Libraries

IaLS's governing board is the Iowa Commission of Libraries with members appointed by the Governor. Langhorne met with the Commission to facilitate discussion about the Advisory Panel and Staff Survey results. The Commission discussed results of the Advisory Panel and Staff surveys and identified "leadership" as the quintessential role for IaLS and they requested that it be reflected throughout the five year plan.

Review of LSTA Five Year Evaluation 2008–2012

Key recommendations from the LSTA Five Year Evaluation were:

- Continue the public library accreditation program.
- Continue providing the summer library program and continue to expand the teen portion of the program.
- Target children living in poverty for the summer library program and other library programs and services.
- Increase awareness of the Iowa Center for the Book.
- Continue to offer information (digital) literacy skills training to public librarians.
- Continue to negotiate for subscription databases and other digital content for Iowa libraries.
- Continue to maintain and develop Iowa-specific resources.
- Continue to maintain and develop SILO services (interlibrary loan, PLOW websites, e-mail).
- Continue partnering with organizations that have complementary interests.

- Continue to support a statewide large print service; explore alternate delivery systems as e-readers become more widespread and as post offices close.
- Continue to assure that services are available equitably to urban and rural areas.

The IaLS Management Team includes Mary Wegner, State Librarian; Barb Corson, Program Director for Specialized Library Services; Sandy Dixon, Program Director for the Library Support Network and LSTA coordinator; Gary Krob, Head of the State Data Center. The team analyzed the data gathered through the needs assessment process described above. Stakeholders were given several opportunities to evaluate drafts of the plan. The needs identified are reflected in the Five Year Plan.

3. IaLS LSTA Goals for 2013-2017:

Goal 1: Equip Iowa libraries to build community and enhance quality of life for Iowans.
(LSTA Purposes 1, 3, 5, 6)

Goal 2: Strengthen the capacity of Iowa libraries to provide the best possible library service to Iowans.
(LSTA Purposes 1, 3, 7)

Goal 3: Maximize library service for Iowans through enhanced collaboration to benefit Iowa libraries of all types.
(LSTA Purposes 1, 2, 4, 7)

Goal 4: Deliver access to Iowa Library Services' collections.
(LSTA Purposes 1, 4, 7)

Goal 5: Foster a culture of innovation and collaboration within Iowa Library Services.
(LSTA Purposes 1, 3, 4)

4. Programs / Activities

Goal 1: Equip Iowa libraries to build community and enhance quality of life for Iowans.

<u>Programs and Activities:</u>

1a) Stimulate and promote public interest in books, reading, literacy and libraries through programs such as the Iowa Center for the Book and the statewide annual Summer Library Program.

- Provide Summer Library Program workshops for Iowa librarians.
- Help plan and staff the Iowa author fairs.
- Annually select, announce and provide education on the All Iowa Reads title.

1b) Help librarians meet the special library-related needs of English language learners, job seekers, Iowans living in poverty and Iowans with disabilities.

- Issue a Request for Proposal (RFP) and select an online resource for Iowa job seekers.
- Provide training for librarians on the online resource for job seekers.
- Provide demographic information about their communities to public libraries. Update and provide to libraries population profiles on Iowans with Disabilities, African Americans, Older Iowans, Asian Americans, Women, and Latinos.
- Make large print library resources accessible to those having difficulty using library services through their local public library.

1c) Take a leadership role in communicating the essential roles Iowa libraries play as physical places for community gatherings and centers of early literacy skill development, lifelong learning, workforce development and economic enhancement.

- Manage the Smart Investing grant to help Iowans improve their financial literacy.
- Manage the new online resource for jobseekers.

1d) Provide training and tools to support local libraries in building civic engagement in their communities.

- Provide staff training on civic engagement.
- Provide training for librarians on civic engagement.

1e) Collect statistical information about Iowa libraries and help librarians use statistics to tell the library story.

- Develop additional tutorials to assist librarians with the public library annual survey.
- Electronically publish *Iowa Public Library Statistics*.

- Present workshops on using statistics to tell the library story.
- Maintain / enhance the "Telling the Library Story" section on IaLS's website.

Evaluation of Goal 1 Activities:

Outputs – Number of librarians attending the Summer Library Program workshops; use of Online Career Development Resource; size of collection and circulation of large print materials; number of librarians attending training on early literacy skill development.

Outcomes – Percentage of librarians who indicate they are better able to serve Iowans after taking Public Library Management 1 and 2; percentage of Iowans who improve their knowledge of and confidence in investing as a result of taking classes through the Smart Investing grant; percentage of library staff who improve their skills in the use of online and print investment resources; percentage of large print readers who indicate the service enhances their quality of life.

LSTA Funds:

IaLS anticipates spending LSTA funds on personnel and travel, outside presenters, an online career development resource, software to collect public library statistics and a sub grant for large print materials.

Goal 2: Strengthen the capacity of Iowa libraries to provide the best possible library service to Iowans.

Programs / Activities:

2a) Deliver consulting services and continuing education courses (online and face to face) for Iowa library staff and boards that highlight best practices in library governance, management and service delivery.

- Annually complete and implement a comprehensive CE plan.
- Carry out the ILEAD USA grant focusing on using participatory / social technology.
- Experiment with using Moodle to provide just-in-time training.
- Visit at least 80% of Iowa public libraries each year.
- Provide consulting on Planning for Results to at least 18 Iowa public libraries per year.
- Offer building consultant grants to public libraries so that Iowans have accessible, welcoming, functional buildings.
- Update the trustee handbook.
- Support the Iowa Library Association Leadership Institute.
- Every other year, provide a Kids First Conference focusing on youth services in libraries.

2b) Define public library standards and administer certification and accreditation programs built on the standards.

- Develop additional tutorials to assist with the library accreditation report.
- Monitor libraries' progress in improving services to Iowans.
- Provide incentives to Iowa public libraries for improving library services to Iowans.
- Review the librarian certification program and explore developing an additional track or tracks for librarians who are not directors.

2c) Take a leadership role in monitoring trends and sharing information on technology and other developments that affect libraries.

- Develop a process for monitoring trends and share the information with Iowa libraries.
- Maintain and promote a current library science collection to provide Iowa librarians with resources on best practice and emerging trends.
- Encourage public libraries to participate in statewide Connect Iowa efforts in the goal of increasing broadband service across the state.

2d) Enhance the Putting Libraries on the Web (PLOW) program.

- Train new SILO systems analyst on Plone open source software.
- Make enhancements to the PLOW websites.
- Provide beginning and advanced PLOW courses.

2e) Provide training and tools to support local libraries in delivering digital literacy and early literacy training so that Iowans can thrive in the 21st century.

- Manage the News Know How grant designed to improve digital literacy skills among teens.
- Provide training for librarians on early literacy skill development.
- Provide training for librarians on digital literacy instruction.
- Add digital literacy tools for librarians to the IaLS website.

Evaluation of Goal 2 Activities:

Outputs – Number of librarians who attend training; number of consulting contacts each year; number of library visits per year; number of library staff attending PLOW training; description of the enhancements to the PLOW websites.

Outcomes – Percentage of participating library staff who report gaining participatory / social media skills through the ILEADU USA grant; percentage of participating library staff who report having stronger leadership skills as a results of the Leadership Institute; percentage of accredited public libraries; percentage of participants in early literacy training who report

improved skills in early literacy skill development; percentage of participants in digital literacy training who report improved skills in digital literacy skill development.

LSTA Funds:

IaLS anticipates spending LSTA funds on technical support and equipment through Iowa State University, personnel and travel, outside presenters and printing.

Goal 3: Maximize library service for Iowans through enhanced collaboration to benefit Iowa libraries of all types.

Programs / Activities:

3a) Increase statewide availability of library materials, subscription databases and other digital resources. Research and share developing trends in making e-books and other digital resources available through libraries.

- Provide subscription databases to meet the information needs of Iowans.
- Develop a systematic approach to publicizing and managing databases and other digital resources.
- Help libraries move forward with digital content and consortia purchasing.
- Support the Open Access Program which allows Iowans to check out materials at over 600 participating libraries.

3b) Help libraries stretch their budgets by pursuing and publicizing library discounts and facilitating the development of library purchasing consortia.

- Develop a systematic approach to publicizing library discounts and facilitating the development of library purchasing consortia.
- Consult with libraries about receiving E-rate discounts.

3c) Support school library programs by collaborating with the Iowa Library Association/Iowa Association of School Librarians, the Iowa Department of Education, the Area Education Agencies and others.

- Work with the Iowa Department of Education and other partners on the school library survey.
- Work with Iowa Library Association and Iowa Association of School Libraries to increase awareness of the value of teacher librarians.

3d) Enhance the statewide SILO interlibrary loan system and develop a shared library automation system or systems.

- Participate in the beta test of statewide resource sharing for the new interlibrary loan software.
- Implement the new interlibrary loan software.
- Continue to improve the quality of the records in the Iowa Locator union catalog.
- Support the Interlibrary Loan Reimbursement program which subsidizes libraries for providing interlibrary loan.
- Identify technology and support resources required to deliver statewide library automation.

3e) Encourage and facilitate communication among Iowa libraries aimed at sharing best practices and developing solutions to shared problems.

- Work with the IaLS Advisory Panel to develop a process/program for facilitating communication among Iowa libraries for the purpose of sharing best practices and mutual problem solving.
- Share best practices among Iowa libraries and provide opportunities for mutual problem solving.

Evaluation of Goal 3 Activities:

Outputs – Use of subscription databases, use of downloadable content; number of Open Access transactions; number of Interlibrary Loan transactions; description of the discounts and purchasing consortia available to Iowa libraries.

Outcomes – Amount of funding libraries can put toward other services due to statewide discounts and participation in E-rate; percentage of Iowa librarians who say that the new interlibrary loan software improves service to Iowans.

LSTA Funds:

IaLS anticipates spending LSTA funds on technical support and equipment through Iowa State University, databases and other digital content, personnel and travel.

Goal 4: Deliver access to Iowa Library Services' collections.

Programs / Activities:

4a) Improve access to and understanding of statistics about Iowa's population and economy.

- Increase the number of reports on the SDC website looking at socioeconomic trends in Iowa.
- Develop and offer training on accessing the data available on the SDC and Census Bureau websites.

- Identify and implement new software for the SDC website.

4b) Expand and publicize Iowa Publications Online (IPO).

- Add at least 1,500 items to IPO each year.
- Add at least 2 new active IPO depositors each year.
- Evaluate materials added to IPO to ensure that the State of Iowa's most valuable documents are archived and made available to Iowans.
- Promote IPO to both depositors and end-users.

4c) Improve access to and add additional collections to Iowa Heritage Digital Collections.

- Work with Iowa libraries and IaLS district offices to build IHDC and promote it to libraries and end-users.
- Provide online information sessions to potential IHDC partners.
- Migrate collections from CONTENTdm to Omeka software to improve federated searching.

4d) Expand and promote Iowa Library Services' collections.

- Provide Iowans with access to IaLS collections in state documents, business, management and government, and law.
- Provide access to digital content in legal, business, management and government collections.
- Purchase additional materials for the Iowa Collection.
- Improve access and archival conditions of the A.J. Small Collection.
- Publicize the collections to Iowans.

4e) Improve access to Iowa's state documents.

- Merge state documents collections in Law and Main Library. Move all archival copies to the Law Library and circulating copies to the Main Library.
- Digitize paper documents that are circulated or have no circulation copy and add them to IPO.
- Continue cataloging projects in the Law Library and Main Library to improve accuracy in the IaLS online catalog.
- Enhance web pages about state documents.
- Evaluate the state depository library system.

Evaluation of Goal 4 Activities:

Outputs – number of state agencies adding documents to IPO; number of reports on the SDC website; number of items in IPO; number of libraries adding collections to IHDC; web hits for IPO, SCD and IHDC.

Outcomes – Percentage of Iowa librarians participating in IHDC who indicate that IHDC enabled them to make a local collection available online that they otherwise would not have been able to.

LSTA Funds:

IaLS anticipates spending LSTA funds on technical support and equipment through Iowa State University, and collections, personnel and travel, software.

Goal 5: Foster a culture of innovation and collaboration within Iowa Library Services.

Programs / Activities:

5a) Provide exemplary library service in the Main Library, the Law Library and the State Data Center.

- Promote live chat reference service via the State of Iowa website.
- Add reference service via text messaging.
- Provide new journal issue notification service to state employees.
- Promote reference back-up service for public libraries.
- Provide classes for state employees during National Library Week every other year.
- Expand the Law Library's web presence.

5b) Continuously upgrade the knowledge and skills of IaLS staff so that they are equipped to manage change with flexibility and provide high quality leadership, consulting and information services to our constituents.

- Ensure that all staff participate in professional development each year.
- Provide change management workshop for staff.

5c) Experiment with pilot projects and implement successful ones.

- Develop a pilot project for AEA van delivery of public library materials.
- Respond to opportunities for additional pilot programs.

5d) Share IaLS' successes with stakeholders.

- Develop and implement a process for identifying, collecting and sharing success stories.

5e) Build and enhance partnerships with the Iowa Library Association, Iowa Department of Education, Area Education agencies, Iowa Public Television and other agencies and organizations whose mission complements that of IaLS.

- Maintain communication with stakeholders.
- Respond to opportunities for developing new partners.

Evaluation of Goal 5 Activities:

Outputs – Number of reference questions; number of reference questions via chat and text; number of items delivered through the pilot AEA van delivery service.

Outcomes – Percentage of state employees who indicate that the new journal notification service helps them be more productive on the job; amount of funding libraries can put toward other services because of the van delivery service.

LSTA Funds:

IaLS anticipates spending LSTA funds on delivery of library materials, personnel and travel, external training sources.

5. Coordination Efforts:

IaLS has a strong history of working with other state agencies and organizations to coordinate resources, programs, and activities. The list below describes coordination efforts with current partners.

Area Education Agencies – IaLS' partnership with the AEAs make it possible for libraries to take advantage of discounts available through the Iowa Educator's Consortium (IEC). The AEAs function as an intermediate service unit and assist the Department of Education in providing services and support to school districts and to schools.

Iowa Department of Education – IaLS maintains a solid relationship with Iowa's Department of Education in several ways. The ILS Youth Services Consultant conducts programs for preschool teachers and educators, primarily on books for very young children. These programs are conducted by the Area Education Agencies, as well as through state-wide ICN broadcasts and in the yearly conference for educators of preschool teachers. Additionally, the Youth Services Consultant serves as a member of the state-wide Early Childhood Committee, which plans

these events. A staff member of the Iowa Department of Education serves on the Iowa Commission of Libraries.

Iowa Department of Human Services – The Iowa Department of Human Services is one of the Affiliate Agencies for the State Data Center Program. Affiliates are a statewide networks of agencies that providing census expertise to local data users.

Iowa Department of Public Health – Iowa Department of Public Health is one of the Affiliate Agencies for the State Data Center Program. Affiliates are a statewide networks of agencies that providing census expertise to local data users.

Iowa Economic Development Authority – The Connect Iowa broadband effort is located within the Iowa Economic Development Authority. Connect Iowa is leading the effort to increase high-speed Internet adoption and use across the state. The State Librarian serves on the Connect Iowa Advisory Committee.

Iowa Judicial Branch - IaLS' Law Library has worked with the Iowa Judicial Branch to make court documents available to the public. In a recent shared project IaLS digitized thousands of Iowa Court of Appeals Rulings to add to those already available on the Court's own website. In addition, the State Court Administrator, David Boyd, serves on the Iowa Commission of Libraries.

Iowa Legislative Services Agency - IaLS has partnered with the LSA on several projects. In the most recent, the two agencies worked together to digitize a complete set of Iowa laws and have them made available through the Law Library Microform Consortium's website. The two agencies worked together to digitize historic photographs of the Iowa Capitol grounds to create a display.

Iowa Library for the Blind and Physically Handicapped – IaLS includes the Iowa Library for the Blind and Physically Handicapped in the annual Summer Library Program. A representative of the Iowa Library for the Blind and Physically Handicapped serves on the Iowa Center for the Book Advisory Council.

Iowa Public Television (IPTV) - The IaLS Youth Services Consultant serves as a liaison between IaLS and Iowa Public Television, working with PK-12 education professionals at IPTV on grant-supported projects, continuing education programs, and collaborating through the DE Early Childhood Committee. IaLS also works with IPTV to add DVDs of its educational programming to IALS collections.

Iowa State Records Commission - An IaLS staff member is the Chair of the Iowa State Records Commission. This Board's responsibilities are to provide economy and efficiency in the creation, organization, maintenance, use, preservation and disposition of records to assure that needless records will not be created or retained and to assure that valuable records will be preserved. IaLS works closely with this Board to manage Iowa's valuable state records.

Iowa State University – The State Librarian meets regularly with the directors of the three Regents universities libraries which include Iowa State University, University of Iowa and University of Northern Iowa. Specifically, IaLS partners with Iowa State University for State of Iowa Libraries Online (SILO) services. These include Iowa Locator union catalog, SILO interlibrary loan, PLOW websites for public libraries, and e-mail.

Iowa Workforce Development (IWD) - A partnership with IWD, IaLS and local libraries has been slowly forged. Well over 200 public and academic libraries are currently making the IWD Virtual Access Points (VAP) available to their customers. IaLS installed the VAPs in the Law Library and the Main Library. Continued development of the VAP network is expected in the coming year. In addition, IWD is one of the Affiliate Agencies for the State Data Center Program. Affiliates are a statewide networks of agencies that providing census expertise to local data users.

State Historical Society of Iowa - IaLS has partnered with SHSI on two projects for the Iowa Heritage Digital Collection. This partnership enriches Iowans by providing digital access to information about Iowa's culture and heritage.

University of Iowa – The State Librarian meets regularly with the directors of the three Regents universities libraries which include Iowa State University, University of Iowa and University of Northern Iowa. In addition, the coordinator of the Iowa Center for the Book communicates regularly with the University of Iowa Center for the Book; the Iowa Center for the Book Advisory Council includes members from the University of Iowa libraries.

University of Northern Iowa - The State Librarian meets regularly with the directors of the three Regents universities libraries which include Iowa State University, University of Iowa and University of Northern Iowa. The Youth Services consultant is working with UNI library staff on the development of an Iowa Center for Children's Books.

6. Evaluation Plan:

The IaLS Management Team will monitor implementation of the plan at least quarterly. Sources of evaluation data will include records and databases maintained by Iowa Library Services. These include the public library annual survey; public library accreditation reports; registration records from the online continuing education catalog; and course evaluations completed by customers. In addition, there will be special customer surveys designed to measure outcomes.

The plan will be evaluated annually through the State Program Report due to IMLS each December. A five year evaluation for the LSTA Plan 2013-2017 will be conducted using an outside evaluator. The evaluation will be submitted to IMLS in accord with the instructions provided.

7. Stakeholder Involvement:

Stakeholder involvement is described in detail in the Needs Assessment section. To summarize, IaLS conducted surveys of stakeholder groups including public library staff, academic library staff, IaLS Advisory Panel members and IaLS staff. John Langhorne, management consultant, conducted content analysis of the survey responses from Advisory Panel members and IaLS staff and shared the analysis with the Management Team, Advisory Panel, IaLS staff and the Iowa Commission of Libraries.

The Advisory Panel met on April 17, 2012 to discuss survey responses and suggest goals and activities. The Iowa Commission of Libraries met on May 3, 2012 to discuss survey responses and suggest goals. As noted earlier, the Commission identified "leadership" as the quintessential role for IaLS and requested that it be reflected throughout the five year plan.

The Management Team reviewed all input and drafted a plan. Mary Wegner, State Librarian, shared the draft with staff, the Iowa Commission of Libraries, the Advisory Panel and the Iowa library community. She invited these stakeholders to respond by emailing their input to her. All of the input Wegner received was shared with the Management Team. The Management Team discussed the responses and incorporated most of the ideas into the plan. Finally, the Iowa Commission of Libraries discussed the plan and after suggesting a few revisions, approved it on June 7, 2012.

We are confident that the input from all of the stakeholders listed above is reflected in the LSTA Plan 2013-2017.

8. Communication and Public Availability:

The LSTA Five Year Plan 2013-2017 will be posted on the IaLS website. The Iowa library community will be notified through electronic mailing lists when the plan is approved by IMLS. The plan will also be made available in print form upon request.

Each December, the State Program Report will be submitted to IMLS. Highlights from the report will be shared with the Iowa Commission of Libraries, staff and the Iowa library community. The Iowa library community will be informed about the programs, service and new projects paid for with LSTA funds.

9. Monitoring:

The IaLS Management Team will monitor implementation of the plan at least quarterly. Goals and objectives will be reviewed annually by the Iowa Commission of Libraries. Substantive changes, if needed, will be communicated to IMLS in the form of plan amendments.

Sub grant applicants will be required to accurately complete an LSTA grant application and project budget. Once a project has been selected the grantee will be required to sign an agreement and all assurances. Grantees will also be required to document all expenditures when claiming reimbursement; provide additional information when requested for auditing purposes; participate in site visits when requested by IaLS staff; and submit a final report.

10. Assurances:

The following required assurances are included with the original print version of the plan submitted to IMLS:

- Program Assurances for 2013 Grant Award (includes Internet Safety Assurance and compliance with the Trafficking in Persons requirement)
- Certifications Regarding: Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Reporting Sub-awards and Executive Compensation
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries