

Indiana
State
Library

LSTA Five Year Plan
2013-2017

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Overview

In 2011, the Indiana State Library commissioned a third-party consultant to conduct a statewide study of the needs of Indiana residents and of library services via an online survey, 3 focus groups, and email interviews which were completed by nearly 300 library staff.

Indiana's library community is structured as follows:

- 237 Public Libraries
- 72 Academic Libraries
- 1900 School Libraries
- 30 Institutional Libraries

The library community also includes the Indiana State Library, the Indiana State Library Foundation, Indiana Library Federation, and the State, public, and academic archives of Indiana.

The following five year plan satisfies the requirement for state library agencies receiving funding from the Institute of Museum and Library Services (IMLS) under the provisions of the Library Services and Technology Act (LSTA).

Mission Statement

The Indiana State Library is responsible for:

1. Developing and providing library services to state government, its branches, its departments and its officials and employees;
2. Providing for the individual citizens of the state those specialized library services not generally appropriate, economical or available in other libraries of the state;
3. Encouraging and supporting the development of the library profession; and
4. Strengthening services of all types of publicly and privately supported special, school, academic, and public libraries.

Needs Assessment

Key statewide needs were identified as the result of the evaluation of the LSTA Five-Year Plan for 2008-2012. This eight-month evaluation process consisted of a comprehensive internet survey distributed to library staff statewide, in-depth interviews with individuals, and focus groups. In each method, respondents were asked for feedback on the current plan and guidance for the upcoming plan.

The results of the evaluation suggest the top challenges facing Indiana libraries are:

1. Funding reductions/finding alternative funding sources when reductions occur.
2. The inability to strategically plan for the future and manage change.
3. The inability to keep technology up to date.
4. Library usage exceeds available resources (includes funding, staffing, and technology).

A majority of participants affirmed the LSTA-funded programs carried out in the 2008-2012 cycle, such as the statewide INSPIRE databases and LSTA sub-grant program, were “essential” and should be continued in 2013-2017. Usage statistics and feedback regarding existing services were also considered in evaluating a program’s continuation.

Focal Areas for Five Year Plan Activities

Throughout 2011, the Indiana State Library participated in planning activities for the Institute of Museum and Library Service’s Measuring Success initiative as it relates to [IMLS’s Strategic Plan](#) for 2012-2016. As of May 2012, six focal areas describing library roles and services have been identified:

1. Lifelong Learning
2. Human Services
3. Employment and Small Business Development
4. Civic Engagement
5. Information Access
6. Capacity Building

Goals

The Indiana State Library plans to support statewide services and activities in each of the six aforementioned focal areas. These goals have been narrowed to three overarching goals that encompass each of these activities. In the following pages, for each goal we have provided evidence of the existing need for each service in the state and current or planned LSTA programs or services relevant to each need.

Goals will be prioritized based on 1) potential for statewide impact and 2) those rated most essential to respondents according to the five year plan evaluation, as follows:

1. Information Access- The Indiana State Library will provide up-to-date, reliable access to information to meet the needs of all Indiana residents by utilizing effective telecommunications, technology and resources.
2. Enhanced Services- The Indiana State Library will aid libraries in improving services to Indiana residents, including services that support lifelong learning, employment, and civic engagement.
3. Capacity Building- The Indiana State Library will improve the capacity of libraries through staff development and training opportunities.

GOAL 1: INFORMATION ACCESS

The Indiana State Library will provide up-to-date, reliable access to information to meet the needs of all Indiana residents by utilizing effective telecommunications, technology and resources.

Needs:

1. Increasing costs of database subscription services and integrated library systems make individual subscriptions impractical or impossible for many of the state's public libraries.
2. Reducing operating costs for Indiana libraries was a priority identified through the 2008-2012 Five Year Plan Evaluation.
3. 30.5% of Indiana residents do not have access to the internet at home. (Source: U.S. Census Bureau, Current Population Survey, October 2009)
4. Indiana ranks 28th among the states in the rate of high school graduation, and 13% of adults in Indiana do not have a high school diploma. In addition, 15.3% of the state's population lives below the poverty line. (Source: U.S. Census Bureau, 2010 American Community Survey)

Objectives:

1. Ensure libraries are equipped with sufficient technology to meet the information needs of Indiana residents. (LSTA Priority 1)
2. Explore and implement methods to encourage collaboration and partnerships with other agencies and community-based organizations to expand access to digital collections. (LSTA Priority 4)
3. Support and expand resource sharing within the state, including interlibrary loan and shared catalog services. Increase the number of patron-initiated interlibrary loan transactions. (LSTA Priority 2)
4. Provide leadership and infrastructure for digital libraries, shared catalogs, database initiatives, and digital preservation throughout the state. (LSTA Priority 1)
5. Develop public awareness initiatives to promote LSTA-funded services such as INSPIRE. (LSTA Priority 8)

Supporting Programs:

1. **Technology and Information Access-** To provide libraries with needed technology, the Indiana State Library will continue its popular technology subgrant programs. Subgrants are awarded annually for Technology and Innovative Technology projects. These grants encourage technology training and digital literacy as project outcomes. Technology training for library staff will also be offered through ISL's Professional Development Office. Technology Learning Education Units (TLEUS) earned can be used to meet certification standards.
2. **INSPIRE Databases and Operations** – LSTA funding will provide statewide access and technical support for the 50+ databases that comprise INSPIRE, Indiana's virtual library.
3. **Evergreen Indiana-** LSTA funding will support the expansion of the Evergreen Indiana Open Source ILS, providing a cost-efficient method of resource sharing for over 100 libraries statewide. The Indiana State Library will provide support for transitioning libraries.
4. **Indiana Memory/Special Collections-** LSTA funds will maintain support for a Digital Initiatives Librarian. Through the Indiana Memory project, the Indiana State Library will sustain a statewide content management system making digitized items available 24/7. Digitization training will be provided. Digitization subgrant opportunities will be made available annually.
5. **Indiana Share/Fulfillment-** Explore federated searching services and patron driven acquisitions to reduce the cost of interlibrary loan.
6. **Indiana Virtual Catalog-** Provides access to OCLC's WorldCat to Indiana libraries and the Indiana Share statewide interlibrary loan service.
7. **LSTA Public Awareness-** The Indiana State Library's Communications Director will partner with local marketing students and organizations to develop effective advertising campaigns to inform the public of LSTA-funded services offered by their state or local library.

Timeline:

October 2012-September 2017:

- Technology subgrants – Subgrants awarded each Spring.
 - Identify partnerships to maximize impact/reduce costs of services or projects.
 - Support pilot projects with potential for statewide impact.
- Technology training- Offered several times/year.
 - Reexamine training opportunities annually.
 - Explore new formats for statewide training, e.g. un-conferences.

- Library Services for the Blind and Physically Handicapped – Project activities year-round.
 - Host Indiana Vision Expo annually.
- INSPIRE Databases and Operations – INSPIRE Advisory Committee meets quarterly. Statistics reported to LSTA Consultant annually.
- Evergreen - Evergreen Executive committee meets five times a year. Statistics reported to LSTA Consultant annually. ISL staff will offer monthly Evergreen trainings.
- Indiana Memory – Digitization subgrants awarded each spring. Consultant services offered year-round.
- Indiana Virtual Catalog- Usage and contract are evaluated annually.
- LSTA Public Awareness- Communications Director and partners will promote LSTA services year-round and evaluate marketing plan annually.

GOAL 2: ENHANCED SERVICES

The Indiana State Library will aid libraries in improving services to Indiana residents, including services that support lifelong learning, employment, and civic engagement.

Needs:

1. According to the Public Library Funding and Technology Access Survey (PFLTAS), 92.6% of Indiana libraries report they have provided assistance to patrons applying for or accessing e-government services.
2. An estimated 7.9% of the population in Indiana is unemployed. (Source: U.S. Bureau of Labor Statistics)
3. 90.7% of Indiana libraries provide job-related assistance to patrons, and 65% assist patrons completing online job applications. (Source: Public Library Funding & Technology Access Study)
4. As of December 31, 2011, 27,064 Indiana residents were institutionalized. (Source: IDOC)
5. Of the 92 counties in Indiana, nearly one-third (30) contain areas unserved by public libraries. (Source: ISL Library Development Office)
6. Approximately 6.5% of the state's population lacks access to public library service.

Objectives:

1. The Indiana State library will work to improve library services for every resident of Indiana through improved communication, collaboration, and partnership efforts within and beyond the library community. (LSTA Priority 4)
2. Provide resources and support for libraries serving special populations, including literacy subgrants and interlibrary loan services. (LSTA Priority 6)
3. Form partnerships and continue efforts to reduce the percentage of Indiana residents unserved or underserved by a public library. (LSTA Priority 6)
4. Provide reading materials and library services to Indiana residents with visual or physical disabilities. (LSTA Priority 5)
5. Solidify the library's role to support children and youth reading through activities that foster reading readiness, skills, comprehension, and fluency. (LSTA Priority 1)
6. Explore partnerships with government agencies to deliver government services more effectively and efficiently statewide. (LSTA Priority 4)
7. Provide support for programs that engage library users in community programs, public discussions, and projects (e.g. oral histories). (LSTA Priority 8)

8. Support research initiatives, sharing of information, and best practices related to libraries and their services. Work with library cooperatives (e.g. Indiana Library Federation) to maximize impact statewide. (LSTA Priority 3)
9. Support the libraries' role in economic recovery. Explore programs to assist job seekers (including job search and résumé assistance), small business owners and entrepreneurs. Provide data and training services to all sectors of the community including government agencies, businesses, academia, non-profit organizations, and private citizens. (LSTA Priority 5)

Supporting Programs:

1. **Special Services Consultant and Institutional Subgrants-** The Indiana State Library will maintain a special services consultant responsible for working with institutional libraries to promote literacy and improve technology.
2. **Information Access for the Unserved and Underserved Subgrants-** The Indiana State Library will continue to reserve a portion of LSTA funds for subgrants to support efforts to extend service to areas currently unserved by public libraries.
3. **Library Services for the Blind and Physically Handicapped-** The Indiana State Library will continue to serve as a regional library for the Library of Congress' National Library Service for the Blind and Physically Handicapped. The Talking Book and Braille Library will provide large print, Braille, audio books and readers' advisory services to qualifying Indiana residents. The Indiana State Library will continue to support sub-regional hubs of the Talking Book and Braille Library, expediting services. Finally, any library may apply for a Technology subgrant to purchase assistive/adaptive technology.
4. **Indiana Children's Literacy Project-** The Indiana State Library will support childhood and young adult literacy initiatives. The Youth Services Consultant will provide training to librarians working with children and teens and administer Collaborative Summer Library Program materials to libraries statewide. The consultant also hopes to collaborate with the Association of Indiana School Library Educators (AISLE) and the Indiana Department of Education (IDOE) to better serve public school media specialists and explore cost-saving purchasing options.
5. **Research-** The Indiana State Library will support research initiatives focused on improving libraries and library services, including support for libraries promoting e-government services, and share the results statewide.
6. **Special Collections** – The Indiana State Library recognizes the importance and community-building potential of special collections spotlighting the local history and flair of Indiana communities.

7. **Literacy initiatives** – The Indiana State Library will provide support for libraries as local literacy centers, including summer reading programs, book club kits, and other methods of community outreach and literacy services.
8. **Indiana State Data Center** – The State Data Center will continue providing services and training opportunities. Information obtained through the State Data Center is used in marketing, economic development, community planning and analysis, grant writing, business start-ups, and much more. State Data Center staff offer trainings/classes in person and online on state and federal sources of information.
9. **Business Resource Literacy** – The Indiana State Library plans to work with libraries and business leaders within their communities to inform leaders and library users about the employment-related resources at their library.

Timeline:

October 2012-September 2017:

- Special Services Consultant- Project activities are year-round. Institutional workshops held in spring and fall of each year. Consultant conducts monthly site visits.
- Information Access for the Unserved and Underserved- Subgrant opportunities available year-round.
- Indiana Children’s Literacy Project – Project activities year-round.
 - Annual distribution of Collaborative Summer Library Program materials.
 - Present at local and regional workshops; reexamine training opportunities annually.
 - Recommend mini-grant opportunities (e.g. AWE computers) when appropriate.
- Support for civic engagement programs will be ongoing.

GOAL 3: CAPACITY BUILDING

The Indiana State Library will improve the capacity of libraries through staff development and training opportunities.

Needs:

1. The most recent Five Year Plan Evaluation identified training and continuing education as a key need for library staff statewide.
2. Librarians reported a need for training on strategic planning for the future and managing change.

Objectives:

1. The Indiana State Library will offer continuing education, professional development opportunities, and leadership initiatives for the Indiana libraries workforce. (LSTA Priority 3)
2. The Indiana State Library will explore collaborations with library organizations, universities, and non-profits to recruit and cultivate future library leaders. (LSTA Priority 4)

Supporting Programs:

1. **Professional Development** - The Indiana State Library Professional Development and Library Development Offices will provide resources and training for librarians statewide on a continual basis. Expanded course offerings will be made available in a variety of methods, in person and virtually.
2. **Leadership Development** – The Indiana State Library will to prepare the library community’s future leaders for 21st-Century challenges. Library staff may participate in Leadership workshops, online forums, and the state speaker’s bureau.
3. **Librarian Certification**- Indiana State Standards require all public library directors and most professional positions be certified by the state. The Indiana State Library will provide training opportunities to assist librarians in meeting continuing education requirements.

Timeline:

October 2012-September 2017:

- Professional Development- Opportunities for continuing education offered year-round.
- Leadership Development- Leadership workshops offered annually.
- Certification- Consultant services offered year-round. Webinars and in-person workshops offered regularly.

Evaluation Plan

The Indiana State Library is committed to evaluating the impact of the LSTA program, including both statewide and local activities and results. Appropriate methodologies will be identified and implemented to measure the targeted outputs and outcomes identified in the plan and each grant.

Indiana State Library staff will assist libraries participating in the competitive grant programs in developing and implementing outcome-based evaluations as a part of their grant projects, if applicable to the individual project. Final reports for all projects will include information on how project objectives were met.

The LSTA consultant will meet with each statewide project director annually for feedback about the usage and impact of statewide services. The consultant will discuss budgetary needs and upcoming programming.

Indiana State Library staff will conduct site visits to recipient libraries when appropriate. Both exemplary projects and those requiring assistance will be visited. A status report of the projects will be discussed during the visit and corrective measures will be taken by the sub-grantees if needed. In addition, an annual report will be submitted to IMLS each year summarizing the results of each grant.

An independent consultant will be retained through a competitive Request for Proposal (RFP) process to prepare a comprehensive evaluation of the implementation of this plan by the Indiana State Library. The evaluation process will ensure that a broadly representative sample of the Indiana library community will have an opportunity to participate.

Stakeholder Involvement

The Indiana State Library Advisory Council (ISLAC) and Indiana Library and Historical Board (ILHB) serve as advisory bodies for LSTA funding, public library standards, and other library issues. Indiana State Library collaborated with ISLAC to develop the state's Five-Year Plan.

The Indiana State Library Advisory Committee represents:

- Current and potential library service users, reflecting the characteristics of Indiana and its people

- Community leaders
- All types of libraries eligible for LSTA funding in Indiana
- The library community

The Indiana State Library has also provided for stakeholder involvement in the implementation of the Five-Year Plan. The State Library will provide annual goals to ISLAC and ILHB to help determine priorities and grant funding. Various committees may plan and evaluate specific LSTA projects or initiatives. Committees will also be assembled to review proposals for LSTA funding.

Communication and Public Availability

Drafts of the Five-Year Plan will be presented to the members of ISLAC for review and feedback. Once approved by IMLS, the Plan will be published in print form and uploaded to the Indiana State Library Web site for public viewing. Readers will be invited to submit their comments via the Web site.

Any substantive revisions to the Plan, especially to the needs and goals, will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders. An e-mail will be sent, followed up with hard copy.

The Indiana State Library will publicize achievements of important milestones and results of the Five-Year Plan as required for reporting purposes, as well as to meet stakeholder needs. The channel for communicating these achievements will depend largely on a particular stakeholder group's needs and will include an appropriate combination of presentations and meetings, print and electronic media and required reports, e.g. the Annual Report.

Monitoring Procedures

The Indiana State Library will assign appropriate staff to continuously track implementation of the Five-Year Plan and prepare appropriate reports as required. An important component of this tracking process will be monitoring of sub-grantee projects, which are funded under the LSTA Program. In addition to providing quarterly status reports and final reports on the progress of each project in relation to the Plan, the ISL staff will conduct on-site monitoring visits for many of the sub-grants. Any necessary corrective action will be decided on in collaboration with the sub-grantees.