



**LSTA PROGRAM FIVE-YEAR PLAN  
FOR YEARS 2018-2022**

**LSTA Five-Year Plan  
2018-2022**

For Submission to the  
Institute of Museum and Library Services

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## **Introduction**

The Missouri State Library is pleased to present this plan to use Library Services and Technology Act (LSTA) funds to help Missouri libraries move forward to meet the varied needs of our state's residents. Missouri is facing the same changing landscape of technology and user expectations as many other states. The goals and programs described in this plan address the needs expressed through regional public library group meetings, library conference interactive presentations, Secretary's Council on Library Development discussions, the LSTA FY2013-2017 Plan evaluation, and surveys of library stakeholders. Three principal goals are designated for this five-year plan. These comprehensive goals will allow for a broad approach to continuing the development of strong library services in Missouri.

## **Mission Statement**

The Missouri State Library promotes the development and improvement of library services throughout the state, provides direct library and information service in support of the executive and legislative branches of Missouri state government, and strives to ensure all Missourians have equal access to library services.

## **Missouri Library Landscape**

### Population

The US Census estimates the 2016 population of Missouri at 6,093,000, which is a 1.7% gain since the 2010 decennial census. The Missouri State Demographer's office projects a population of nearly 6.4 million by the year 2020. Within Missouri, fifty percent of the population dwells in just seven of the 115 counties. However, the statewide population density is similar to that of the United States at 87.1 persons per square mile.

Also according to US Census estimates, Missouri has a population that is 84.8% White, 12.6% Black or African American, and 2.6 percent other minorities, alone or combined. This compares to a US population that is 76.1% White, 13.8% Black or African American and 10.1% other minorities, alone or combined. Missourians over age 65 comprises 13.3% of the population. The average life expectancy is 77.2 years of age, with females living an average of five years longer (79.7) than their male counterparts (74.6).

### Economics and Labor

The seasonally adjusted unemployment figure for January 2017 was 4.2%, which is slightly lower than the national figure of 4.8% for the same period. The state has a higher labor force participation rate at 65.7% than the nation at 64.2% (MERIC, 2016, p.1).

Statewide labor shortages exist in three categories: Science and Technology (12.6%), Health Care and Related (10.2%), and Business and Sales (9.9%) with some regions having significantly greater shortages in these three areas.

### Education

The percentage of persons with a high school diploma over the age of 25 is higher in the state at 88.4% than the national figure of 86.7%. However, nationally 29.8% of persons over age 25 have a bachelor's degree, but only 27.1% of Missouri residents have attained that education level. While the percentage of persons still lags behind the national average, it is over a two percent increase since 2010.

Household

The median household income in Missouri is \$48,173, which is \$5,716 lower than the United States figure. Following the median income trend, 51.6% of Missouri households make less than \$49,999 per year, whereas 46.6% nationally fall in this category. Nearly 15% of persons in the state have incomes below the federal poverty level. On the opposite end of the income spectrum, 6.9% of Missouri households make more than \$150,000, while 10.4% in the United States make over \$150,000. Nearly 70% of Missourians own their residence, which is more than five percent higher than the national estimate. The average number of persons in a household was 2.48, with 29.2% being a one-person household. The median value of an owner occupied home of \$138,400 was \$40,000 lower than the national value. The Missouri Economic Research and Information Center ranks Missouri as the 11<sup>th</sup> lowest composite cost of living in the United States, with housing cost being the third lowest in the nation (Third quarter 2016).

**Library Landscape**

Public Libraries

There were 148 tax-supported public library districts with 363 stationary outlets and 25 bookmobiles reported on the 2016 Public Library Survey (PLS). Since the time that the libraries reported the 2016 PLS data, Adrian Community Library became a tax-supported public library, Ste. Genevieve County Library separated from the Ozark Regional Library system, and Moniteau County Library was dissolved by judicial decree. These changes bring the total to 149 library districts. 91.5% (5,477,821) of the population is in the library service area of a stationary library. Roughly 8.5% (511,106) of the population does not live in an area with a tax-supported library district. Twenty-nine of the 114 counties do not have a county-wide library service, but 27 have public city or municipal libraries within the county. Four counties have no public library access. Using the National Center for Education Statistics Urban Centric Locale Codes for the administrative entity, Missouri has 9 City, 17 Suburb, 52 Town, and 70 Rural library districts. Over 43% of the statewide library service area (LSA) is served by the 17 suburban districts. When the Suburb classification is combined with the City classification, these 26 library districts serve nearly two-thirds of the statewide LSA.

**Table 1 - Public Library Services Performed on a Typical Day in 2015**

Services	Statewide (148)		City/Suburb		Town/Rural	
	Annual	Average	Annual	Average	Annual	Average
	Total	Per Day	Total	Per Day	Total	Per Day
Library Visits	27,065,546	501	20,899,297	2,202	6,166,249	138
Circulation of Materials	57,649,456	1,067	48,382,095	5,098	9,267,361	208
Items Shared by Interlibrary Loan	304,034	6	218,476	23	85,558	2
Uses of Public Computers	5,397,549	100	4,094,990	432	1,302,559	29
Number of Computers		4,926		2,787		2,139

School Libraries

The Missouri Department of Elementary and Secondary Education shows 518 public school districts and 38 Charter school districts that enrolled a total of 885,204 students in the 2015-16 school year. Within these schools, there are 2,662 library-related positions.

In 2009, the Missouri Department of Education launched an effort to bolster student achievement in relativity to other states performance by the year 2020. The Top 10 by 20 program set the following four goals:

Goal 1: All Missouri students will graduate college and career ready.

Goal 2: All Missouri children will enter kindergarten prepared to be successful in school.

Goal 3: Missouri will prepare, develop and support effective educators.

Goal 4: The Missouri Department of Elementary and Secondary Education will improve departmental efficiency and operational effectiveness.

Early literacy programs, Continuing Education programs, and school library programs directly contribute to the outcomes of these goals. As of 2016, Missouri had made advances in several areas and age groups, but had not yet achieved most of the target goals. Several categories of math and science scores dropped from their 2011 baseline scores.

### Academic Libraries

The National Center for Education Statistics (NCES) list 131 post-secondary degree granting institutions in Missouri. While many of these post-secondary institutions have libraries, only 68 are considered to be academic libraries by NCES. These institutions enrolled 409,996 students in 2015.

### MOBIUS

Library services for college level students in Missouri's public and independent institutions are supported through MOBIUS, a consortium of 66 academic libraries, 4 public libraries, and 5 special libraries. The consortium serves as a platform for a shared integrated library system (ILS), providing patron initiated borrowing and a courier service to facilitate timely delivery of materials to support student and faculty research. The MOBIUS union catalog includes over 11.5 million items, and serves over 1.5 million people. In FY 2016, MOBIUS processed 86 million requests for information and technology assistance.

In 2012 MOBIUS entered into a contract with the Missouri State Library to develop and maintain the Missouri Evergreen open source ILS consortium. Evergreen's 30-member public library districts lent 1.5 million and borrowed an additional 1.5 million items to other member libraries serving a combined 296,857 patrons.

### Broadband Connectivity

Through the Missouri Research and Education Network (MOREnet), over 800 schools, colleges and universities, public libraries, state government, health care and other institutions are able to share a cost-effective, robust, reliable Internet network. Members are able to access Internet 2, videoconferencing, training, technical support, and online databases. The network supports over 1,000 Internet connections. The network is largely member funded, but state funding still supports the Remote Electronic Access for Libraries (REAL) Program, paying part of the cost of public library connections and for several online databases used by all members. Public library connections range from 1.5 Mbps to over 1G, with 93 of the 212 library outlets (121 library districts) serviced by MOREnet functioning at or below the 5 Mbps level. In many of these locations, these connections will soon need to be upgraded to a greater bandwidth.

### Library Staff

If distributed equally among the statewide LSA, there would be one librarian or professional staff member with an American Library Association (ALA) certified master's degree in library science per 11,314 patrons. However, 89.5% of the ALA-MLS degreed persons work in one of the 26 City or Suburb library districts.

**Table 2- Public Library Staff with ALA-MLS**

<b>Type of Library</b>	<b>Librarians with ALA-MLS</b>	<b>Professional Staff with ALA-MLS</b>	<b>Total Staff</b>	<b>ALA-MLS Percent of Total Staff</b>
Statewide	326	158	4,730	10%
City	145	44	1,387	14%
Suburb	136	108	2,171	11%
Town	29	4	617	5%
Rural	16	2	555	3%

In Missouri, 91.2 percent of public library districts are independent political subdivisions. Therefore, the library leadership not only has responsibility for planning and setting policy, but also has sole control of the library's funding and budget, setting of tax levies, and compliance with laws and regulations for the library's operation.

### **Prioritization of Goals**

Goal one involves building and sustaining information resources and is considered foundational to library service. Emphasis is placed on statewide initiatives, but support of the local infrastructure is important as well to ensure equity of access to library materials and services.

Goal two strives to bridge the information and digital divides across socioeconomic lines to foster a literate, competent and productive citizenry. Emphasis is placed on reaching people with limited or developing literacy, and underserved rural and urban populations. Statewide initiatives are given higher priority over local efforts.

Goal three is to strengthen the library workforce and leadership to deliver services and programs that best address the needs of Missourians in a timely, efficient and effective manner. While library workforce development is considered highly important, overall priority is given to meeting user needs. For example, meeting the digital literacy needs of patrons is a higher priority than providing continuing education opportunities for library staff.

## **GOAL 1:**

**Missourians have expanded services for learning and equity of access to quality library resources, services and technology to support individuals' needs for education, lifelong learning, and digital literacy skills.**

### **LSTA Goal Theme: Build and Sustain Information Resources**

#### ***LSTA Priority 1***

*Expand services for learning and access to quality information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.*

#### ***LSTA Priority 2***

*Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services*

## **GOAL 1 NEEDS ASSESSMENT**

A review of focus group discussions showed that 54.9% of participants identified the need to Build and Sustain Information Resources as the single most important goal for their library and community in order to provide the best library service possible in the upcoming five years.

### **Resource Sharing and Resource Management**

More than 70% of Missouri's small libraries are in rural parts of the state. Efforts to improve equity of access with the provision of shared online resources, bibliographic discovery tools, as well as a courier service for delivery of interlibrary materials, have proven invaluable to these libraries and their patrons as affirmed through comments at focus group meetings and on customer service surveys.

Anecdotally, focus group participants rated courier service as the second most important program to support across all goals and programs. One participant observed, "Courier service makes all the difference. It is an excellent equalizer between the 'haves' and 'have nots.'"

### **Digitization Program**

From *Taking Our Pulse: The OCLC Research Survey of Special Collections and Archives*, "...much rare and unique material remains undiscoverable, and monetary resources are shrinking at the same time that user demand is growing...Half of archival collections have no online presence."

The LSTA FY2013-2017 Plan's independent evaluators endorsed Missouri's digitization program: "The Missouri Digital Heritage program greatly enlarges the resource base available to libraries and the people they serve. The output of this program is impressive and its coordination and the promulgation of appropriate standards ensure the quality of the digital resources and their availability to a wide audience...Useful historical resources such as newspapers and city directions are among the items digitized and made accessible."

### **Broadband Connectivity and Technology Infrastructure Support**

From *Computer and Internet Use in the United States: 2013*: "For many Americans, access to computers and high-speed Internet connections has never been more important. We use computers and the Internet to complete schoolwork, locate jobs, watch movies, access healthcare information, and find relationships, to name but a few of the ways that we



have grown to rely on digital technologies. Just as our Internet activities have increased, so too have the number of ways that we go online. Although many American households still have desktop computers with wired Internet connections, many others also have laptops, smartphones, tablets, and other devices that connect people to the Internet via wireless modems and fixed wireless Internet networks, often with mobile broadband data plans.”

There are 1.2 million people in rural Missouri without access to high-speed broadband connectivity, approximately 20%, per the *2016 Broadband Progress Report* from the Federal Communications Commission. According to the report *Computer and Internet Use in the United States: 2013*, 12.5% of Missourians live in a household without a computer and 24.4% live in a household without high-speed internet use. Many people without a computer and/or high-speed internet access at home rely on the local public library to connect to the digital world.

Additionally, focus group, survey respondents and interviews indicated the REAL Program and technology infrastructure support through grants and other means are essential for public libraries to meet patrons’ ever-growing technological needs and to keep up with the advancements in technology-based services. This is particularly important as the number of virtual visits increases as library services continue to move beyond the walls.

## STRATEGIES

**Strategy 1 (LSTA Priority 1):** The State Library will support a strong information resource and resource-sharing infrastructure to support individuals’ needs for education, lifelong learning, and digital literacy skills.

## PROGRAMS

- a. **Resource Sharing:** Partner with MOREnet, Missouri Evergreen, Missouri libraries, and other entities as appropriate to provide bibliographic discovery and resource-sharing tools; statewide access to online resources; courier service for interlibrary delivery of materials; and to assist with other resource sharing facilitation opportunities as appropriate (Years 1-5)
- b. **Resource Management:** Continue to help libraries manage the transition from print-based to electronic library services to ensure services and content, including born digital materials, are accessible over current and future platforms. Resource discovery services will be monitored and assessed for the feasibility of implementation in Missouri, and implemented if fiscally and technically feasible; pilot projects may be supported to test feasibility in certain environments. (Years 1-5).
- c. **Digitization Program:** Partner with the State Archives and other Missouri cultural heritage institutions to create, maintain, expand and promote online digital collections (Years 1-5)
- d. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects supporting information resources, resource-sharing, resource management, and services for learning (Years 1-5)

**OUTCOME 1 (LSTA PRIORITY 1):** Missourians have expanded services for learning and improved equity of access to quality library resources and services

### Targets:

- **Missouri Evergreen will be self-sustaining by 2022.**
- **Courier service will maintain a 90% or higher satisfaction level.**
- **Metadata for Missouri Digital Heritage (MDH) collections will continue to be created in a manner that follows best practices.**
- **Usage of the MDH site will be monitored with an anticipated growth rate of 10% in hits over the duration of the five-year plan.**

**Strategy 2 (LSTA Priority 2):** The State Library will partner with MOREnet, Missouri libraries and other entities as appropriate, using state appropriations and other funds to provide a strong statewide and local technology infrastructure.

#### **PROGRAMS**

- a. Broadband Connectivity and Technology Infrastructure Support:** Public libraries will continue to participate in statewide Internet connectivity, technical support and technical training through the REAL Program and other means. (Years 1-5)
- b. Monitor and Support Network Development:** The State Library, local libraries and partners will monitor bandwidth use and demand and other network details to ensure strong technology infrastructures at the statewide and local levels (Years 1-5)
- c. Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects that improve the quality and effective use of technology offered by local libraries to meet user needs in their communities (Years 1-5)

**OUTCOME 2 (LSTA PRIORITY 2):** Missouri libraries use a strong statewide and local technology infrastructure to best meet patron needs.

#### **Targets**

- **Over the course of the five-year plan, 60% of Missouri's public libraries will implement system software or hardware to improve the operation and flexibility of their technology infrastructure.**
- **The REAL Program will maintain a 90% or higher satisfaction level.**

## **GOAL 2:**

**Strengthen and expand both quality and availability of library services appropriate to meet the educational, cultural, intellectual, workforce, personal and social development needs of Missourians, particularly persons with difficulty using the library and underserved rural and urban areas.**

### **LSTA Goal Theme: Target Library and Information Services**

#### ***LSTA Priority 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.*

#### ***LSTA Priority 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.*

## **GOAL 2 NEEDS ASSESSMENT**

A review of focus group discussions showed that 35.1% of participants identified the need to Target Library and Information Services as the single most important goal for their library and community in order to provide the best library service possible in the upcoming five years. Participants felt the most impactful programs, and therefore highly ranked, involve summer reading and early literacy.

### **Wolfner Library and Other Services for People with Disabilities**

According to the 2015 American Community Survey data, over 848,000 (14.3%) of Missouri's non-institutionalized population has a disability of some type, an estimated 2.5% (147,000) have a vision difficulty, 4.1% (241,540) have a hearing difficulty and 5.9% (325,000) have a cognitive difficulty. As the population ages, a substantial increase in blindness, low vision and other print impairments is expected. Couple the current needs level with projected increases in the senior population, and the necessity for continued services for people with print disabilities becomes readily apparent.

Reports show that the Wolfner Talking Book and Braille Library had over 11,000 active individual readers in fiscal year 2016. Additionally, 97.8% of its surveyed patrons rated the overall quality of service received as Excellent or Very Good. Outreach efforts must continue with potential referral agents, partners, and key stakeholders to promote the availability of Wolfner services to all qualifying Missourians.

### **Literacy and Life Skills Programs**

Literacy is essential to success in today's economy. Research shows that low family income and a mother's lack of education are the two biggest risk factors that hamper a child's early learning and development (National Center for Family Literacy, [www.familit.org](http://www.familit.org)). Studies, such as the Adult Literacy and Life Skills Survey, have shown that a lack of foundational life skills affects the economic, health and social well-being of individuals, families and communities. Libraries, as community anchors, can play a pivotal role in facilitating efforts that help individuals improve life skills to better address the challenges of daily and work life. Expanding library services to improve the literacy and life skills of Missourians is crucial.

- Academically, Missouri is struggling to provide adequate resources for education. According to the *2016 Kids Count Data Book*, Missouri ranks 26 out of the 50 states in terms of educational performance. While test

scores show some improvement, strong preschool and school library programs are needed to support reaching the “Top 10 in 20” goals as academic performance is still well below desired benchmarks. For example, by fourth grade, 63.4% of Missouri students score below proficient in reading (Missouri Kids Count 2016) and approximately 34% of children entering kindergarten lack the basic language skills needed to learn how to read (Council on Early Childhood 2014).

- Enrollment in Missouri’s public 2 year and 4 year colleges and universities has been increasing – 44.3% of college students in Missouri are age 25 or older. NCES has documented the need for 21% of first-time college students in public institutions to enroll in remedial classes in order to be sufficiently prepared for entry-level coursework.

#### Business, Economic and Workforce Development

With Missouri’s employment growing, there is a need for workforce development to aid in filling jobs and lowering the unemployment rate. Missouri had an unemployment rate of 4.3 percent as of May 2016 according to the 2016 Economic Report. Its labor force participation rate was 65.7 percent, 1.5% higher than the national rate (Missouri Economic Report 2016). There were 50,000 jobs added to Missouri payrolls between 2014 and 2015. Even though jobs were added, reports show the demand for trained employees in certain fields exceeds the actual supply. There is a high demand for jobs in Business/Sales, Health Care, and Science and Technology with 54.7 % of jobs ads posted in these areas in 2015, however, there was only 22.1% of job seekers seeking employment in these areas.

There are 363 public library facilities but only 35 full-service career centers operated by Missouri’s Division of Workforce Development. Libraries help businesses and workforce development through research support, skills training, exam proctoring, resume and job search assistance, and more. Reports show that library patrons used public computers 5,397,549 times in 2016 alone for employment, to file taxes, conduct business and health research, complete homework, and other activities.

#### Targeted Library Program Development

- 8.5% of Missourians reside in counties without tax-supported library service
- According to the Missouri Veterans Commission there are over 480,000 veterans in Missouri, with women and minorities being the fastest growing group. Missouri public libraries can play a key role in providing practical and cultural resources to veterans when they reintegrate into the workforce and the community.
- According to US Census, American Community Survey 2009-2013 multi-year data table, approximately 344,835 Missourians speak a language other than English at home. Fluency in English is associated with greater earnings, occupational mobility and civic engagement.
- The Kids Count Data Center reports that in 2015, 20% of Missouri’s children lived in poverty. Per *The Word Gap: The Early Years Make the Difference* by Laura J. Colker, by age 3, a 30 million-word gap exists between children from the wealthiest and poorest families. Vocabulary development during the preschool years is related to later reading skills and school success in general, which aids in having an educated and informed citizenry.

## **STRATEGIES**

**Strategy 1 (LSTA Priority 5):** The State Library will partner with other agencies and local libraries in the improvement, expansion and/or development of inclusive and accessible library services and resources to meet the needs of people with disabilities.

## **PROGRAMS**

- a. Wolfner Library Services:** In partnership with state and local agencies, provide and promote the Wolfner Talking Book and Braille Library services to qualifying individuals to meet patron needs.  
(Years 1-5)
- b. Grants and Other Funding:** Provide grants for or other assistance in obtaining funding to support programs, services, and resources relating to library services targeting people with disabilities (Years 1-5)

### **OUTCOME 1 (LSTA PRIORITY 5): Missourians with print and other disabilities have access to resources and services to meet their educational, cultural, intellectual, personal and social development needs**

#### **Targets**

- Wolfner Library will maintain its customer service satisfaction level at 90% or higher.
- The number of people served through Wolfner Library will increase by 5% from 2017 levels
- A survey of public library staff will show 80% of respondents have awareness of Wolfner Library and feel comfortable in helping their eligible patrons register for the service

**Strategy 2 (LSTA Priority 5):** The State Library and partners will encourage and support library service improvements to meet educational, cultural, intellectual, personal and social development needs, remediate social problems, and improve participants' quality of life.

## **PROGRAMS**

- a. Literacy Skills Development Programs:** In partnership with other agencies around the state, encourage and promote literacy skills development services encompassing a wide variety of topics and target audiences, including but not limited to: early literacy, family literacy, high school equivalency, summer reading, English as Second Language, STEM/STEAM, digital literacy, and financial literacy. (Years 1-5)
- b. Life Skills Development Programs:** In partnership with other agencies around the state, encourage and promote life skills development services encompassing a wide variety of topics and target audiences, including but not limited to: personal finance, parenting, personal and family health, family skills, and diversity awareness. (Years 1-5)
- c. Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects that support library services and resources to enhance literacy and life skills development. (Years 1-5)

### **OUTCOME 2 (LSTA PRIORITY 5): Missourians have access to resources and services to meet their educational, cultural, intellectual, personal and social development needs**

- Participation in the summer library program will increase by 5% for public libraries with a library service area of 100,000 or less.
- Participation in early literacy programs facilitated by public libraries will increase by 10% during the course of the 5-year plan.

**Strategy 3 (LSTA Priority 5):** The State Library and partners will encourage and promote activities that encourage library service improvements that target the economic needs of individuals and communities.

#### **PROGRAMS**

- a. Workforce Development Programs:** Assist libraries across Missouri in developing and enhancing their provision of workforce development services, including but not limited to: job information, career readiness, resume development, computer literacy, and digital literacy. (Years 1-5)
- b. Business and Economic Development Programs:** In partnership with state and local agencies, assist libraries in the development and/or enhancement of business information resources and services in their communities, with a special emphasis on small business development. (Years 1-5)
- c. Grants and Other Funding:** Provide grants for or other assistance in funding projects that support library services and resources targeting workforce, economic and/or business development (Years 1-5)

**OUTCOME 3 (LSTA PRIORITY 5):** Missourians have access to resources and services to meet their workforce, economic and business development needs, fostering a competent and productive citizenry and healthy communities.

#### **Targets**

- **50% of public libraries will provide business and economic workforce development services during the course of the five-year plan**

**Strategy 4 (LSTA Priority 6):** The State Library and partners will encourage and support activities to improve, expand and/or develop library services to targeted and underserved populations

#### **PROGRAMS**

- a. Children and Youth Services Programs Development:** Encourage, support, and promote activities to improve, expand, and/or develop library services and resources for children, age birth-18. Topics may include, but are not limited to, learning about babies and toddlers, learning about tweens, and community partnerships to strengthen teen services. (Years 1-5)
- b. Adult and Senior Services Programs Development:** Encourage, support, and promote activities to improve, expand, and/or develop library services and resources for adult and senior populations. Topics may include, but are not limited to, adult reading programs, services to seniors, and veterans. (Years 1-5)
- c. Underserved Populations Programs Development:** Encourage, support and promote activities to improve, expand, and/or develop services and resources for targeted underserved populations. (Years 1-5)
- d. Grants and Other Funding:** Provide grants for or other assistance in funding projects that support programs, services, and resources to targeted populations (Years 1-5)

**OUTCOME 4 (LSTA PRIORITY 6):** Persons having difficulty using a library and those in underserved urban and rural communities have improved access to library services that are pertinent to their unique needs

#### **Target:**

- **Adult services program attendance for public libraries with library service areas 100,000 or less will show a 3% increase over the five-year plan.**

### **GOAL 3:**

**Current library workforce and leadership possess enhanced skills to advance the effective delivery of library and information services.**

#### **LSTA Goal 3 Theme: Strengthen the Library Workforce and Leadership**

##### ***LSTA Priority 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.*

#### **NEEDS ASSESSMENT**

Providing high quality library service, as well as meeting the challenges of changing technologies and service needs, is dependent upon libraries having well-trained staff. The importance of staff training in improving library services was reinforced during discussions at focus group meetings. The LSTA FY2013-2017 Plan evaluators found that training efforts are closely tied to needs and to specific initiatives which, in turn, helps to ensure the success of Missouri's substantial sub-grant activity. The evaluators also found ample evidence that suggests that participants in training having internalized what they have learned and that they are using it on an ongoing basis.

One measure of capacity to provide high quality service is the percent of staff with a graduate degree. Statewide, there are 62% of public libraries without a staff member with an ALA-MLS. Particularly in rural areas, library district budgets do not support sufficient salaries to employ staff with a graduate level degree. However, all staff members need to be continually engaged in learning, whether through classes, workshops, reading, networking or other activities, to keep up with and improve their skills.

Over 90% of the public library districts in Missouri are independent political subdivisions. The members of the library board have an even greater need for education regarding their roles, responsibilities, and duties to ensure compliance with laws and regulations for the library's operation.

For school library staff, the Missouri Learning Standards define the knowledge and skills students need in each grade level and course for success in college, other post-secondary training and careers. In April 2016, the Missouri State Board of Education approved Missouri Learning Standards for English Language Arts which includes expectations relevant to library media specialists pertaining to finding literacy-building resources for teachers, conducting research, and integrating technology into school library services. In order to implement new or expand existing services, school library staff need to be engaged in continuing education activities to ensure new expectations are met.

#### **STRATEGIES**

**Strategy 1 (LSTA Priority 3):** The State Library will invest in the professional development of the library workforce and leadership by providing high quality resources and training that support planning, development, implementation and management of strong local library service.

#### **PROGRAMS**

- a. **Monitor Library Service Trends, Issues, and Opportunities:** Library Development consultant staff will monitor trends in library technical and public services, encouraging the implementation of and training in new or improved resources, services, programs, and best practices to support services for learning and access to content when

fiscally and technologically prudent, with special emphasis on statewide initiatives. The consultants will promote awareness of library service trends and opportunities through regular communications, Missouri Secretary of State's website, and other means. (Years 1-5)

- b. Consultant Services:** Provide point of need assistance on public and technical services questions from library staff and trustees as needed to address local issues. (Years 1-5)
- c. Library Staff Skills Trainings:** Library staff will be offered up-to-date continuing education on a wide variety of topics and in a wide variety of formats to advance the delivery of library and information services. Trainings will be widely promoted to reach the greatest possible appropriate audience. When appropriate and feasible, the State Library will partner with state and local agencies in providing these training opportunities. (Years 1-5)
  - **Library Leadership Trainings:** Library trustees, directors and managers will be offered training on pertinent topics such as, but not limited to: community engagement, strategic planning, policy development, and budgeting to strengthen library leadership and management (Years 1-5)
  - **Technology and Resource Sharing Trainings:** Library staff training opportunities will be provided on pertinent topics such as, but not limited to: information resources, resource-sharing, services for learning, technology planning, and the effective use of technology to strengthen the library's technology-based services. (Years 1-5)
  - **Disability Services Trainings:** Training will be provided to enhance library staff skills and programs on topics that improve library services to people with disabilities (Years 1-5)
  - **Literacy and Life Skills Trainings:** Training will be provided to enhance library staff skills and programs on topics related to literacy and life skills development programs. (Years 1-5)
  - **Business, Workforce and Economic Development Trainings:** Training will be provided to enhance library staff skills and programs pertaining to business, workforce, and economic development. (Years 1-5)
  - **Children and Youth Services Trainings:** Training will be provided to enhance library staff skills and programs pertaining to youth services development. (Years 1-5)
  - **Adult and Senior Services Trainings:** Training will be provided to enhance library staff skills and programs pertaining to adult and senior services development. (Years 1-5)
- d. Data Analysis:** Support statewide and national efforts to develop, collect and analyze appropriate measures to indicate the impact and value of library services (Years 1-5)
- e. Library Science Resources Collection:** Provide a current collection of library science materials available for loan to advance the delivery of library and information services (Years 1-5)
- f. Grants and Other Funding:** Provide grants for or other assistance in obtaining funds for individuals or groups to participate in continuing education events to enhance library leadership, library knowledge, skill level of the participant(s), planning and management skills (Years 1-5)

**Outcome 1 (LSTA Priority 3): Library staff members have enhanced skills that improve service delivery to the public**

#### **Targets**

- **At least 85% of participants will report they have implemented the skills and knowledge gained through training on the annual continuing education survey.**
- **Maintain an annual participation rate of 90% or higher of public libraries with at least 3 FTE who participate in one or more continuing education events during the course of the five-year plan.**



**Outcome 2 (LSTA Priority 3): Library directors, managers and trustees possess enhanced skills to effectively lead Missouri libraries.**

**Targets**

- **50% of Library directors, managers, or trustees will attend LSTA trainings to advance library leadership and management.**

## **Coordination Efforts**

Mindful of the need to eliminate waste, avoid duplication of effort, and leverage funds in a responsible manner to offer the best possible library service to the residents of Missouri, the Missouri State Library (MOSL) will continue to coordinate efforts at the State level through partnerships with the Missouri Research and Education Network (MOREnet), the Missouri's Department of Mental Health, the Missouri Department of Elementary and Secondary Education, the Missouri Department of Social Services, the MOBIUS Consortium, the Missouri Library Association, and the Missouri Association of School Librarians. Coordination at the national level will include participation in the Collaborative Summer Reading Program, and selected programs of the American Library Association and other entities.

New partnerships will also be explored including the Missouri Job Centers and the Missouri Department of Health and Senior Services.

Competitive grant project applicants will be encouraged to obtain input from local and statewide partners, as appropriate, in preparing proposals and implementing programs at the local level.

## **Evaluation Plan**

The following methods will be used to monitor progress toward meeting plan goals:

1. All statewide and local projects funded through LSTA will include an evaluation plan that uses output and outcome data to assess project impact. Specifically, continuing education events will measure levels of knowledge and implementation of program content; and grant projects will collect program participant data, as well as collect and disseminate best practices, statistics and anecdotal results.
2. Library Development staff will review the overall effectiveness and impact of LSTA-funded programs in addressing the goals at the conclusion of every grant cycle. Results-based management will be used in developing yearly plans that address current and emerging needs.
3. The State Librarian and Library Development staff will monitor the need for an amendment to this five-year plan based on the library environment, changes in funding, and other concerns that may affect plan implementation.
4. The evaluation of the full five-year plan will be conducted by an independent evaluator and will encompass retrospective assessments, process assessments and prospective analysis or other areas as identified by the Institute of Museum and Library Services.

## **Stakeholder Involvement**

The Missouri State Library used a multi-method approach to engage stakeholders in the development of Missouri's LSTA FY2018-2022 Plan. These included findings from:

- Missouri's LSTA FY2013-2017 Five Year Evaluation conducted by QualityMetrics, LLC., which included a web survey, staff interviews, two virtual focus groups, and one onsite focus group
- Focus groups, stakeholder meetings and conference sessions on Missouri's LSTA FY2018-2022 Plan development facilitated by Missouri State Library, Library Development staff

- In-person meetings and conference call discussions pertaining to specific topics with key stakeholders

Key findings from the above were presented to the Secretary's Council on Library Development via webinar on February 6, 2017. At this session, plan goals for LSTA FY2018-2022 were identified and prioritized. Library Development staff then drafted strategies and activities for inclusion in the Plan. These strategies and activities were presented to and endorsed by the State Librarian, Secretary of State Executive Staff and the Secretary's Council on Library Development. The final document was written by Missouri State Library, Library Development staff and approved by the Missouri Secretary of State on May 31, 2017.

Throughout the implementation of Missouri's LSTA FY2018-2022 plan, State Library staff will gather information from the library community and the Secretary's Council on Library Development regarding their concerns and needs in implementing the LSTA program and updating plan goals and programs as needed. These assessments will assist in measuring satisfaction with current services, prioritizing services currently provided, and identifying and prioritizing new services as appropriate.

### **Communication Procedures**

When notification from the Institute for Museum and Library Services (IMLS) of the approval of the Missouri State Plan is received the plan will be published on the MOSL website. Statewide promotion of the new plan will be provided through newsletters, announcements at the Missouri Library Association conference in October 2017, and other meetings during that time period. Printed copies will also be available upon request from MOSL.

Competitive grant awards will be posted on the MOSL website. Goals and outcome targets achieved under Missouri's LSTA 2018-2022 Plan will be published in IMLS State Program Reports, press releases, MOSL newsletters, website announcements, and other means as they become available.

An executive summary of the five-year evaluation will be posted on the MOSL website to document progress in meeting plan goals.

### **Monitoring Procedures**

As the designated SLAA granted federal LSTA funds through the IMLS, the Missouri State Library is required both by IMLS and by 2 CFR 200 to monitor sub-recipients' expenditures and administration of LSTA funds. IMLS requirements for monitoring sub-recipients' expenditures of LSTA grant awards are described in 45 CFR 1183.40. In addition, Missouri the State Library follows the preferred method of paying sub-grantees the majority of grant funds in advance, as specified in CFR 1183.21 (C). Finally, the Missouri State Library's monitoring policies and procedures reflect that provision in 2 CFR 200.501(d) which exempts non-federal entities from single audits of federal awards under \$750,000 (in the aggregate within a single fiscal year), but specifies that sub-recipients' "records must be available for review of audit by appropriate officials . . ." for monitoring and audit purposes.

The grant proposal and any project revisions provide the basis for the monitoring process. Each project is expected to closely follow the proposal and any subsequently approved project revisions. Monitoring of a grant project is handled in several ways, including phone calls, e-mails, formal reports, and site visits. Typically, a project will be monitored by Missouri State Library consulting staff through report reviews. No fewer than 10% of libraries awarded competitive grants will receive an onsite visit. During the visit, the consultant will observe project operation, examine related documents, and meet with project staff to gather additional information about the project. Other factors influencing

the type of monitoring chosen include the size of the grant award, experience of the project director, and complexity of the project. After the monitoring visit, the consultant will prepare a written report. Copies of the complete report are maintained in MOSL grant files. A summary letter is sent to the Library Director and Project Manager.

## Definitions

### Addendum A

- A. A public library is a library established and maintained under the provisions of the library laws or other laws of the state related to libraries, primarily supported by public funds and designed to serve the general public.
- B. A public elementary school or secondary school library is a library controlled and operated by publicly supported elementary or secondary schools, and designated to serve faculty and students of that school.
- C. An academic library is a library which is controlled and operated by a two (2) or four (4) year college or university, either publicly supported or private, and which is designated primarily to serve faculty and students of that college or university.
- D. A special library is a library established by an organization and designed to serve the special needs of its employees or clientele. A special library must have an appropriately trained librarian, an organized collection, a minimum of 20 hours of service per week, with some opportunity allowed for service to the public or a strong commitment to resource sharing. They include both private libraries and publicly funded libraries, such as those serving mental health facilities, correctional institutions, and government agencies.
- E. A library consortium is any local, statewide, regional, interstate, or international cooperative association of library entities which provides for the systematic and effective coordination of the resources of school, public, academic, and special libraries and information centers, for improved services for the clientele of such library entities.
- F. Eligibility of a library or library consortium for receipt of LSTA funds will be determined by the State Library.

**Focal Area Mapping  
Addendum B**

<b>State Goal</b>	<b>IMLS Focal Area</b>	<b>Associated Project</b>	<b>IMLS Intent</b>
#1 Build and Sustain Information Resources	Information Access	Resource Sharing	Improve users' ability to obtain and/or use information resources
		Resource Management	Improve users' ability to discover information resources
		Digitization Program	Improve users' ability to discover information resources
		Grants and Other Funding	Improve users' ability to discover information resources OR Improve users' ability to obtain and/or use information resources
	Institutional Capacity	Broadband Connectivity and Technology Infrastructure Support	Improve library's physical and technology infrastructure
		Monitor and Support Network Development	Improve library's physical and technology infrastructure
		Grants and Other Funding	Improve library's physical and technology infrastructure OR Improve library operations
#2 Target Library and Information Services	Lifelong Learning	Literacy Skills Development Programs	Improve users' formal education
	Human Services	Life Skills Development Programs	Improve users' ability to apply information that furthers their personal, family or household finances OR Improve users' ability to apply information that furthers their personal or family health and wellness OR Improve users' ability to apply information that furthers their parenting and family skills

#2 Target Library and Information Services	Lifelong Learning OR Human Services OR Civic Engagement	Grants and Other Funding	Improve users' formal education OR Improve users' general knowledge and skills OR Improve users' ability to apply information that furthers their personal, family or household finances OR Improve users' ability to apply information that furthers their personal or family health and wellness OR Improve users' ability to apply information that furthers their parenting and family skills OR Improve users' ability to participate in their community OR Improve users' ability to participate in community conversations around topics of concern
	Employment and Economic Development	Workforce Development Programs	Improve users' ability to use resources and apply information for employment support
		Business and Economic Development Programs	Improve users' ability to use and apply business resources
		Grants and Other Funding	Improve users' ability to use resources and apply information for employment support OR Improve users' ability to use and apply business resources
	Lifelong Learning	Children and Youth Services Programs Development	Improve users' general knowledge and skills
		Adult and Senior Services Programs Development	
		Underserved Populations Programs Development	
		Grants and Other Funding	

#3 Strengthen the Library Workforce and Leadership	Institutional Capacity	Monitor Library Service Trends, Issues, and Opportunities	Improve the library workforce
		Consultant Services	
		Library Staff Skills Training	
		Data Analysis	
		Library Science Resources Collection	
		Grants and Other Funding	