



State Library of Iowa

LSTA Five Year Plan 2003-2007

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Overview of goals

The following goals were developed for the State Library of Iowa Library Services and Technology Act Five-Year Plan, FY2003-2007:

Goal 1: Provide expanded, equitable access to library information, materials and services to Iowans of all ages, using an understanding of customer needs to improve services and to increase customer awareness of library resources

Goal 2: Improve library service to Iowans through knowledgeable, customer-oriented staff and well-informed, effective public library trustees

Goal 3: Position librarians to be recognized as the experts in helping Iowans become competent information consumers

Goal 4: Identify and encourage resource sharing and partnerships in order to help libraries provide effective, high-quality service to Iowans

Goal 5: Strengthen Iowa's libraries through state level leadership and statewide library advocacy, coordination and planning

State Library of Iowa mission statement:

The State Library advocates for Iowa libraries and promotes excellence and innovation in library services in order to provide statewide access to information for all Iowans.

Statewide vision for library services, developed by representatives of the Iowa library community in 1994:

Each Iowan will have equal access to information and ideas in order to participate knowledgeably and productively in a democratic society and to lead an enriched life through lifelong learning.

Iowa Library Service Areas and State Library of Iowa Plan of Service FY03-05 mission statement:

Helping libraries provide the best possible service to Iowans

Needs Assessment

The Iowa Commission of Libraries, the State Library's governing board, convened the Library Services Task Force in August 2000. This group consisted of 46 Iowans from across the state, including librarians from all types of libraries, library trustees, legislators, members of Iowa Regional Library system (now called Library Service Areas) and Area Education Agencies, and citizens. Their mission was to make recommendations to the Commission on positioning libraries to effectively and efficiently meet the future needs of Iowans. Needs and expectations of Iowa Library customers and funding authorities were identified and examined by the Task Force, and are reflected in its recommendations. The Commission received the Task Force recommendations in December 2000, carefully studied them, solicited input from the Iowa library community, and with a few changes, forwarded the recommendations to the Governor and the Iowa General Assembly. These recommendations are now known as Iowa Commission of Libraries priorities and serve as a blueprint for future development of the Iowa library system.

A second need assessment was conducted in 2001 as part of the process to formulate the joint Library Service Area – State Library Plan of Service 2003-2005. Biennial development of this plan is mandated by the Code of Iowa. In 2001, Library Service Area and Library Development staff from the State Library chose to completely revamp this plan, and used the process outlined in the The New Planning for Results by Sandra Nelson (the Public Library Association planning model) to do so. The group conducted a strengths/weaknesses/opportunities/threat analysis of the Iowa library situation, identified needs and put them in priority order, and identified service responses.

Needs identified by the Library Services Task Force were similar to those identified by the Library Service Area and Library Development staff group. These needs were further analyzed and documented by State Library staff during the development of the LSTA plan. Sources consulted are identified in the text of the LSTA plan and/or listed at the close of this document. The text of the Library Services Task Force report and the documents created during the development of the Plan of Service 2003-2005 are cited in the appendix to this document.

Need 1

Iowans need equitable access to information and materials through their libraries, including cost-effective advanced telecommunications services; librarians need a better understanding of customer needs in order to provide information to people when they need it and in the format they want.

Iowans use and value their libraries. 1,747,000 Iowans are registered public library borrowers. Iowans visited their public libraries 13.9 million times last year, and checked out 25.4 million items. Circulation per capita for Iowa public libraries is 11.6, nearly twice the national average. Iowa ranks 10th nationally in library visits per capita and also ranks 10th nationally in public library circulations per capita.

However, there are major challenges to providing Iowans adequate and equitable access to information and materials through their libraries. Collection size, staffing, access to technology and funding vary widely among Iowa's libraries. Iowa has seven metropolitan areas with populations over 100,000, but only 34 of Iowa's 543 public libraries are in communities with populations greater than 10,000. Seventy-seven percent (417 of 543) of Iowa public libraries are located in towns with populations of less than 2500. Per capita expenditures in FY01 by Iowa public libraries ranged from \$2.43 to \$191.94, with an average of \$32.16. Annual collection expenditures in FY01 by Iowa public libraries ranged from \$81 to \$706,962. Collection expenditures in FY01 by libraries at the 50th percentile were \$3027 for libraries in communities of under 500, \$5325 by libraries in communities of 500 to 999, and \$316,540 by libraries in communities larger than 50,000.

Library accessibility is a challenge in some communities. Some libraries are not adequately accessible to persons with disabilities, and others struggle to be open an adequate number of hours per week and at times convenient for library customers. Iowa public libraries are open an average of 33 hours per week; that average is 24 hours per week for libraries in communities with populations less than 2500.

The main source of public library funding in Iowa is local property taxes. This inherently results in inequities in funding since property values vary widely across the state. Iowa's public libraries rank 32nd in the nation in total income per capita. State funding makes up 2.8% of the income of Iowa public libraries, while the national average is 6%. State spending for libraries is \$0.68 per capita, while the national average is \$1.50.

While public libraries are well-positioned to offer Internet access to citizens who do not have computers at home, only 25 percent of Iowa public libraries have high speed Internet access. Nationally, at least 80 percent of public libraries offer high speed access. *Iowa 2010: The New Face of Iowa* states that "An overwhelming 81% of the population believes the Iowa economy is at least somewhat dependent upon the Internet, computers

and telecommunications. Yet only 16 percent of Iowa's counties have a level of competition among Internet providers that bring access to a variety of services and lower costs." Iowa also ranks 49th in the nation in the number of public access Internet computers per library building. Iowa has 2.3 public access Internet computers per public library building, while the national average is 5.8.

School libraries are funded through local school budgets, which are also widely variable across the state. The Code of Iowa does not require that school districts provide library services. School library media specialist positions and school library materials budgets have been cut in recent years. Iowa has a strong history of supporting education with funding, however policymakers have not yet been convinced there is a connection between education and libraries.

Iowa libraries need to reflect both demographic changes and customer demand in their materials, services and programs. Notable demographic issues in Iowa include the percentage of working parents, the percentage of senior citizens, and increasing diversity of the population.

Iowa ranks second in the country in the percentage of working parents with young children, and first in the country in the percentage of working parents with school age children. Because so many Iowa children receive childcare outside their homes, information on early childhood literacy development needs to be made available to childcare providers.

Public library annual reports show that elderly customers are increasingly using their local libraries. Iowa ranks third in the nation in the percentage of population age 65 and over, and second in the percentage of population age 85 and over. In 20 years, nearly one in every five Iowans will be age 65 or older.

Iowa's population continues to be mostly white, but new figures show an increasing diversity. For example, Iowa's minority population increased from 2.9% to 5.1% since 1990. The number of Hispanics in Iowa more than doubled in the past ten years, with much of the growth coming in rural Iowa.

Currently, no statewide data is collected regarding library customers and their priorities. Iowa librarians need a better understanding of customers and potential customers, in order to be responsive to their needs and to provide high quality library services. Although the information environment has changed dramatically, the last statewide market research about library awareness and library use in Iowa was conducted in 1998.

Goal 1: Provide expanded, equitable access to library information, materials and services to Iowans of all ages, using an understanding of customer needs to improve services and to increase customer awareness of library resources.

LSTA goals addressed:

- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages. (Goal 1)*
- *Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks. (Goal 2)*
- *Targeting 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. (Goal 5)*
- *Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line. (Goal 6)*

Targeted Outputs:

1. The percentage of libraries of all types subscribing to State Library sponsored databases will increase to 75% by FY06.
2. Use of electronic resources, measured by the number of search transactions, will increase 10% annually.
3. The number of state documents available through the State Library's electronic document repository will increase by 10% each year.
4. At least 10 Iowa libraries will contribute digitized Iowa heritage materials to a central web site maintained by the State Library by FY06.
5. A marketing survey will be conducted and results will be available by the end of FY04.
6. A coordinated library public relations strategy will be developed by the end of FY05.
7. A follow-up library marketing survey will be conducted by early FY07.
8. The number of children participating in summer library reading programs will increase 10% by FY06.
9. The number of librarians who submit evaluation surveys reporting the benefits to children of the summer library reading program will increase from the current 50% to 80% by FY06.
10. The number of public access Internet computers per library building will increase to 5.8 (the 2002 national average) by FY06.
11. The number of public library staff trained in early childhood literacy strategies will increase by 10% by FY06.
12. The number of libraries that providing reading and literacy outreach programs to targeted populations and customers with special needs will increase by 10% by FY06.
13. The number of libraries with high-speed Internet access will increase to 80% (the 2002 national average) by FY06.
14. The number of libraries participating in the federal e-rate program will increase by 10% by FY06.

Targeted Outcomes:

1. In FY07, a randomized sample survey will show that 50% of Iowa library users surveyed are aware of online databases and web-based resources offered through the State Library.
2. Seventy-five percent of online databases users surveyed will indicate positive benefits for themselves or their families by FY07.

Selected Activities:

1. Provide funding for databases to meet the information needs of Iowans
 - a. Continue to provide FirstSearch to all libraries in Iowa.
 - b. Provide EBSCOhost to all libraries in Iowa at subsidized rates.
 - c. Provide additional databases when funding permits.
 - d. Evaluate quality and cost-effectiveness of databases.
2. Explore the provision of 24-hour online library reference service to Iowa libraries.
3. Help Iowa libraries access high quality, cost-effective advanced telecommunications services.
 - a. Assist libraries in receiving Universal Service funds (e-rate discounts).
 - b. Apply for eligible Universal Service funds (e-rate) discounts for the State Library and library consortia.
 - c. Provide Internet access to libraries when appropriate.
 - d. Identify high speed Internet options for Iowa libraries.
 - e. Consult with libraries on their video-teleconferencing needs.
4. Provide Iowans with electronic access to Iowa resources
 - a. Facilitate the identification and digitization of Iowa resources.
 - b. Support access to state documents online.
 - c. Enhance the State Library web site.
 - d. Provide enhanced access to Iowa census and demographic information online.
 - e. Enhance access to the State Library's online catalog.
5. Conduct ongoing market research and analysis to help libraries determine priority needs of customers and potential customers.
6. Develop a coordinated public relations strategy to increase public awareness and use of library resources and services.
7. Encourage and facilitate targeted reading and literacy programs and other library services to children, older adults, the underserved, and customers with special needs. Examples of programs to be supported (either directly or through subgrants) are:
 - a. Early childhood literacy programs.
 - b. Library programs for day care centers and preschool children.
 - c. Library programs for school age children.
 - d. Statewide summer library programs for children and young adults.
 - e. Library programs for home schoolers.
 - f. Library programs for elderly.
 - g. Library programs for homebound customers of all ages.
 - h. Library programs for adults in nursing homes and assisted living centers.
 - i. Library programs for residents of state institutions.
 - j. Library programs that enhance diversity.
 - k. Library programs for customers with limited English-language skills.

- l. Liaisons between State Library staff and agencies that support and serve people at risk.
 - m. Liaisons between state library staff and other agencies that support literacy.
 - n. Use of adaptive technology in libraries.
 - o. Web pages designed for people with disabilities.
8. Support statewide access to an audio/visual collection.

Need 2

Iowans need high quality library services and programs that depend on knowledgeable, customer-oriented library staff and well-informed, effective boards of trustees.

Of the 543 public libraries in Iowa, only 14 percent have library directors with a master's degree in library science. High staff turnover of about 20 percent annually (due in part to low salaries) compounds the challenge of providing basic library skills training to the remaining 86 percent. According to 1999-2000 public library statistics, the average Iowa library spent 53 percent of its budget on staff costs, while the national average was 64 percent. In towns with populations of 500 to 999, the library's director's average hourly wage was \$7.06; in towns with populations of 1,000 to 2,500, the average hourly wage was \$8.35.

The State Library offers Public Library Management courses for non-MLS public library directors, but there is no statewide, systematic basic skills training program for library support staff who are frequently the "face" of library customer service.

Customer expectations for both traditional and electronic library services, along with continually changing technology, make huge demands on staff in libraries of all types. Participation in continuing education is necessary in order to keep up-to-date, but time and funding for training opportunities is limited, even in the largest academic and public libraries.

A particular concern of MLS librarians is the lack of continuing education offered by the University of Iowa School of Library and Information Science. The school has chosen to take a very limited role in continuing education for library school graduates. For example, only one program is being offered in 2002, the Festival of Books for Young People. Therefore, the continued learning needs of MLS librarians in Iowa must be met by other continuing education sponsors, including the State Library of Iowa and the Iowa Library Association.

Most of Iowa's 543 public libraries are governed by boards of trustees with policy-making authority. There are approximately 3,500 Iowa library trustees. To be effective, all of them need to be well informed about their five major roles: advocating for quality library service for the community; planning for the future of the library; monitoring and

evaluating the overall effectiveness of the library; developing and adopting policy; and hiring and evaluating the library director. Currently, trustees from only 26 percent of the libraries participate in continuing education offered by the State Library and the Iowa Library Service Areas. Some library directors are able to provide library board orientation locally. However, the majority of directors need assistance to fully educate and inform their trustees.

Goal 2: Improve library service to Iowans through knowledgeable, customer-oriented staff and well-informed, effective public library trustees.

LSTA goals addressed:

- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages. (Goal 1)*

Targeted Outputs:

1. 90% of public library directors will participate annually in the Iowa Certification Program for Public Librarians.
2. 90% of participants in town meetings each year will indicate that the meeting was worth their time.
3. On a cumulative basis from FY03-07, 40% of public libraries will have trustees participating in trustee education programs.

Targeted Outcomes:

1. 80% of staff completing each Public Library Management 1 and 2 class from FY03-07 will indicate they have a good or excellent ability to deal with selected library management issues.
2. From FY03-07, follow-up surveys (conducted one to six months later) of Iowa library staff and trustees attending selected continuing education programs (at least one annually) will indicate that 50% of the participants experienced a change in knowledge, skills or attitude as a result of the training.

Selected Activities:

1. Provide learning tools, training and continuing education in a variety of formats for Iowa library staff.
 - a. Conduct a statewide continuing education needs assessment of Iowa library staff.
 - b. Offer training and education programs for Iowa library staff based on identified needs.
 - c. Offer Public Library Management 1 and 2 as part of the Iowa Certification Program for Public Librarians.
 - d. Revise the Iowa Certification Program for Public Librarians so that there are more options for meeting continuing education requirements, including continuing education credit for implementing training attended.
 - e. Update and publish the Iowa Public Library Director's Handbook.
 - f. Provide annual town meetings in locations around the state.

- g. Sponsor national educational teleconferences when the topic has statewide appeal.
 - h. Provide an online continuing education catalog.
 - i. Explore the feasibility of developing a statewide training program for library support staff.
 - j. Develop web-based continuing education opportunities and evaluate their effectiveness.
 - k. Coordinate and deliver training using the State Library distance education learning rooms and others in the state.
2. Provide learning tools, training and continuing education in a variety of formats for Iowa library trustees.
 - a. Conduct a statewide continuing education needs assessment of trustees.
 - b. Offer training and education programs for Iowa library trustees based on identified needs.
 - c. Update and publish the Iowa Library Trustee’s Handbook.
 3. Provide and promote the State Library’s professional library science collection for the use of all Iowa library staff

Need 3

Iowans need to be able to recognize when information is needed and have the skills to locate, evaluate, and use it effectively.

“Information literate people are those who have learned how to learn. They know how to learn because they know how knowledge is organized, how to find information and how to use information in such a way that others can learn from them. They are people prepared for lifelong learning, because they can always find the information needed for any decision or task at hand.” (American Library Association, Presidential Committee on Information Literacy, Final Report, 1989)

Technology is changing the way that Iowans live, learn, work, and govern. Information literacy is key for students if they are to prosper in today’s information society; information literacy is also critical to success in today’s job market. Librarians – working in libraries of all types – have an important role to play in helping their communities become information literate. Teaching others how to find and critically evaluate information is a unique skill that librarians bring to our information-overloaded society. Librarians provide more than facts. They provide expertise and services to add meaning to the facts. As Lucia Herndon, former Iowan and now Philadelphia Inquirer columnist explained in a May 29 column, “A library is like a kitchen. You can have the most modern facility with all the appliances, cookware,...food, and condiments. But you need a cook to make it mean anything.”

Iowa libraries have always played a critical role in lifelong learning, but not all Iowans are aware of the services and resources that libraries provide. Iowa librarians need to aggressively promote themselves as information literacy experts, and must see this developing role of the librarian as teacher and information navigator as a key role for the success of libraries of all types. Iowa librarians are already beginning to recognize the opportunities for partnerships among libraries of all types in promoting and teaching information literacy concepts.

Graduation requirements of public schools and institutions of higher education increasingly include information seeking, analysis, and presentation skills designed to prepare young people for careers in the 21st century. Without training, staffing, and collections designed to support these requirements, students will find themselves “information poor” and unprepared to thrive in the 21st century. In 1994, the Iowa legislature removed a requirement that school districts employ certified school library media professionals. The result has been the reduction or elimination of school library media positions, followed by reductions in collection budgets and deterioration of programs designed to teach information fluency. According to the Iowa Department of Education, reading test scores in Iowa had declined for the past eight years, but showed a slight improvement of less than one percent last year.

“Make the Connection,” a study of Iowa school districts, found that reading test scores are higher with increases in weekly school library media staff hours per 100 students, total weekly library media staff hours per 100 students, print volumes per student, and periodical subscriptions per 100 students. To date, efforts to adopt new legislation requiring certified professionals in school libraries have failed.

Goal 3: Position librarians to be recognized as the experts in helping Iowans become competent information consumers.

LSTA goals addressed:

- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages. (Goal 1)*
- *Targeting library services to individuals...with limited functional literacy or information skills (goal 5)*

Targeted Outputs :

1. Provide all library staff members with an opportunity for training in information literacy by FY06.
2. Ensure that public relations strategies developed by FY05 include the role of the librarian in helping Iowans become competent information consumers.
3. Staff from 50% of public libraries will have participated in information literacy training by FY06.
4. Increase the number of persons using electronic resources in a typical week in public libraries by 10% from FY03 to FY07.
5. At least 10% of public libraries will report that they are offering after-school homework/information literacy programs from FY03 to FY07.

6. Increase the number of classes in information literacy skill training offered by libraries of all types by 20% between FY03 and FY07.
7. Increase the number of school library media specialists taking part in the school library media impact study from 50% in FY01 to 80% by FY06.

Targeted Outcomes:

1. Between FY03 and FY06, 80% of library staff taking training on databases and web-based resources will indicate on course evaluations that they have improved their familiarity and proficiency with using and demonstrating electronic resources.
2. In FY06, the school library survey will show a higher percentage of certified school library media specialists in school districts than reported in 2002.

Selected Activities:

1. Train Iowa library staff in information literacy strategies.
2. Encourage collaboration among Iowa libraries of all types in the development of information literacy training programs for library customers.
3. Support Iowa librarians as they improve and expand information literacy training and programs to enable Iowans to effectively find, evaluate, and use information.
4. Track information literacy training activities of Iowa libraries.
5. Develop and implement a marketing plan to increase awareness of the expertise and role of the librarian in teaching information literacy skills to library customers.
6. Encourage and advocate for strong school library media programs that include certified school librarians so that all Iowa students are information literate.
 - a. Track school library staff certification.
 - b. Study the correlation between reading scores and the presence of school library media specialists.
 - c. Disseminate study results to libraries, policy makers and the general public.
7. Promote after-school information literacy/homework programs in public libraries.
8. Appoint an Information Literacy Advisory Committee.

Need 4

Iowa libraries need to continue to build collaborative efforts in order to better serve their customers.

Iowa has a long history of resource sharing among libraries of all types. The Open Access program allows Iowans to borrow books and other materials in person at any

participating library in the state. The number of items checked out annually through Open Access has increased 44.5 percent in the last six years from 1,976,860 to 2,856,710. The number of participating libraries increased from 596 to 629.

The Access Plus program provides Iowans equal access to library resources through interlibrary loan. The 623 participating libraries loaned 184,890 items in FY2001. Activity has increased 22.4 percent in the last six years from 141,444 to 184,890 items loaned annually. The number of participating libraries has increased from 579 to 623. Libraries of all types receive minimal reimbursement from the state to participate in Open Access and Access Plus.

Iowa libraries list their books and other materials on the statewide union catalog, the SILO Locator, which includes 13 million items. There are more than 500 interlibrary loan transactions every day (183,650 requests in FY02) among Iowa libraries using the web-based SILO interlibrary loan system.

While there is cooperation among libraries in resource sharing, additional collaborative efforts between libraries and with other organizations need to be encouraged. Iowa libraries are in the midst of challenges and opportunities that require a commitment to forge new alliances and ventures. Voluntary cooperatives involving all types of libraries could provide coordinated services and reduce duplication of effort, help meet changing customer needs, provide more opportunities for library programming and services, yet still allow libraries to maintain local control – an important value for Iowans.

Some new partnerships have been forged between different types of libraries. There are examples of academic and community libraries partnering to provide new programs, libraries of different types sharing catalogs, and library directors serving two different community libraries. Shared planning among the State Library, Library Service Areas and Area Education Agency media divisions – now required by the Code of Iowa – has the potential to facilitate multitype library collaborative efforts.

In 2001, the Iowa Legislature made changes that provide more options for local library governance. Previously, the Code of Iowa allowed only for the establishment of city libraries or county libraries. Now, a library district may be established and composed of one or more counties, one or more cities, or any combination of cities and counties. This allows for larger geographic areas, and more options and flexibility in creating local library governance structures. While libraries are beginning to see the possibilities of partnering with others to meet the needs of their customers, more models and incentives must be established to demonstrate and encourage the benefits of collaboration.

Goal 4: Identify and encourage resource sharing and partnerships in order to help libraries provide effective, high-quality service to Iowans.

LSTA goals addressed:

- *Expanding library services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages. (Goal 1)*
- *Developing library services that provide all users access to information through local, state, regional, national and international electronic networks (Goal 2)*
- *Providing electronic and other linkages among and between all types of libraries. (Goal 3)*
- *Developing public and private partnerships with other agencies and community-based organizations. (Goal 4)*

Targeted Outputs:

1. Increase the total number of libraries participating in SILO interlibrary loan from 688 to 750 from FY03 to FY07.
2. Increase the number of non-public libraries participating in SILO interlibrary loan from 144 to 200 from FY03 to FY07.
3. Increase the number of Z39.50 library catalogs that can be accessed in real time through SILO broadcast searching to 10 (none currently) by FY07.
4. Increase the number of library districts to 7 (none currently) by FY07.

Targeted Outcomes:

1. 80% of SILO interlibrary loan participants will indicate they are satisfied with the service they receive from the State Library by FY06.
2. 80% of public library directors will be aware of changes in the law that allow for the formation of library districts by FY06.

Selected Activities:

1. Coordinate and support statewide resource sharing programs.
2. Encourage and support library cooperative projects.
3. Explore and publicize models for local library governance structures.
4. Update and publish the Iowa Joint Use Library Guide, a publication that explores the option and issues associated with joint school and public library facilities.
5. Encourage and develop partnerships between the State Library and other libraries and library allies.
 - a. Continue to work closely with Library Service Areas to plan and deliver services to Iowa libraries.
 - b. Increase State Library collaboration with school libraries and the Area Education Agency media divisions.
 - c. Increase State Library collaboration with academic libraries.
 - d. Work closely with the Iowa Library Association to improve and advocate for Iowa libraries.
 - e. Develop partnerships between the State Library and state agencies.

- f. Encourage collaborative projects between the State Library and the Department of Cultural Affairs, as well as other library/museum partnership projects.
 - g. Develop and maintain State Library participation in partnerships which increase awareness of library services and resources, benefit Iowa libraries, and/or achieve progress toward LSTA goals.
6. Support SILO statewide resource sharing
- a. Support ongoing access to the Iowa Locator for all Iowans.
 - b. Implement web-based submission of MARC records to the Locator.
 - c. Fully implement the Z39.50 protocols to include broadcast searching of online catalogs.
 - d. Encourage and support continued retroconversion of Iowa library bibliographic records from non-MARC to MARC format, for addition to the Iowa Locator.
 - e. Implement web-based electronic discussion lists.
 - f. Encourage and support interlibrary loan for all types of libraries.

Need 5

To best serve Iowans, Iowa libraries need state-level leadership and statewide library advocacy, coordination and planning.

The State Library of Iowa is the leader in developing goals and initiatives for the future of library services in Iowa, and is committed to building strong relationships with all types of Iowa libraries. The Code of Iowa mandates that the State Library:

1. Coordinate a statewide interlibrary loan and information network among libraries, which increases cooperation among all types of libraries.
2. Develop and adopt, in conjunction with the Iowa Library Service Areas, long-range plans for the continued improvement of library services.
3. Develop, in consultation with the Iowa Library Service Areas and the Area Education Agency Media Centers, a biennial unified plan of service and service delivery.
4. Establish and administer a statewide continuing education program for librarians and trustees.
5. Provide libraries with advice and counsel in specialized areas that may include, but are not limited to, building construction and space utilization, children's services, and technological developments.
6. Obtain from libraries reports showing the condition, growth, and development of services provided and disseminate this information in a timely manner to the citizens of Iowa.
7. Establish and administer certification guidelines for librarians not covered by other accrediting agencies.
8. Foster public awareness of the condition of libraries in Iowa and of methods to improve library services to the citizens of the state.
9. Establish and administer standards for state agency libraries, Iowa Library Service Areas, and public libraries.

Because of its mission, history and legislative mandate, the State Library is uniquely positioned to serve Iowa libraries, and thus Iowans, by providing leadership, advocacy, coordination and planning.

Goal 5: Strengthen Iowa's libraries through state level leadership and statewide library advocacy, coordination and planning.

LSTA goals addressed:

- *Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages. (Goal 1)*
- *Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks. (Goal 2)*
- *Developing public and private partnerships with other agencies and community-based organizations. (Goal 4)*

Targeted Outputs:

1. By FY07, 80% of Iowa libraries of all types will submit annual survey data.

Targeted Outcomes:

1. By FY06, a survey of Iowa library staff will show that 80% believe the State Library provides effective leadership for Iowa libraries.
2. By FY06, a survey of Iowa library staff will show that 80% are satisfied with the programs, services and customer service provided by the State Library.
3. County support for Iowa public library services per \$1,000 assessed valuation will increase from \$0.17 in FY03 to \$0.34 in FY07.

Selected Activities:

1. Provide state level leadership for Iowa libraries.
 - a. Plan and communicate services and programs with the Iowa Library Service Areas and the Area Education Agencies.
 - b. Seek out and initiate opportunities for Iowa libraries.
 - c. Work with the Iowa Department of Management to conduct a study of city and county funding for library services.
 - d. Partner with the Iowa Library Association to develop a statewide leadership institute.
2. Inform Iowans about the condition of Iowa libraries.
 - a. Collect and disseminate statistical information regarding all types of Iowa libraries to the general public, decision-makers and libraries.
 - b. Disseminate library related news releases to the media, including information about services currently offered and new services.
 - c. Exhibit at trade shows, conferences and other public events.
 - d. Work with the Iowa Library Service Areas to provide assistance to Iowa libraries in telling the library story, including the use of Web Connect.

3. Strengthen Iowa's libraries through consultation, education and coordination services from State Library staff.
 - a. Manage the standards and accreditation program for public libraries.
 - b. Manage direct state aid and other funding programs for libraries.
 - c. Provide consulting in the areas of youth services, building issues and technology.
 - d. Manage the certification program for public librarians.
 - e. Coordinate continuing education for library staff and trustees statewide.
 - f. Acquire equipment and resources needed to provide library development programs and services.
 - g. Coordinate Gates grants for Iowa libraries.
 - h. Review and certify Universal Service technology plans.
 - i. Provide professional development for State Library and Iowa Library Service Area staff.
 - j. Inform Iowa libraries and other State Library customers about programs, services and initiatives through the State Library newsletter, *Footnotes*; the State Library Annual Report; the Annual Plan of Service, the Iowa Library Directory, and other publications, electronic mail lists, and the State Library web site.
 - k. Collect and distribute state government documents to depository libraries.
 - l. Schedule use of Iowa Communications Network two-way video classrooms for Iowa libraries.
4. Provide coordination for the Iowa Center for the Book activities.
5. Provide planning and ongoing evaluation of projects and services funded by LSTA and administer the LSTA program in cooperation with the IMLS.
 - a. Provide sub-grants.
 - b. Support the LSTA Advisory Council and solicit members' input.
 - c. Incorporate priorities of the Iowa Commission of Libraries, the State Library's policy making board, into LSTA funded programs and services.
 - d. Submit an annual LSTA report and five-year evaluation.

Evaluation Plan

Targeted outputs and outcomes identified in the plan include measurement strategies which will be monitored by State Library staff. Customer feedback will be sought as described in the stakeholder involvement and communications sections below. Subgrantees are requested to provide outcome-based evaluation results.

Stakeholder Involvement / Summary of Planning and Implementation Procedures

Statewide library priorities established in early 2001 by the Iowa Commission of Libraries, the governing authority of the State Library of Iowa, were used as the foundation for the development of the Iowa LSTA plan. The Commission priorities were based on the work of a 46-member Library Services Task Force, which spent five months in 2000 formulating recommendations on positioning libraries to effectively and efficiently meet the future needs of Iowa.

The other document which served as a foundation for the LSTA plan was the Plan of Service FY2003-2005, developed in 2001 by staff of the seven Library Service Areas (regional library support agencies) and Library Development staff from the State Library. Using the PLA planning model, this group independently identified needs and priorities which were consistent with those previously articulated in the Commission of Libraries priorities.

The Iowa LSTA plan therefore represents a synthesis of two other recent major planning documents. The Commission of Libraries priorities and the Plan of Service FY2003-2005 are such an integral part of the LSTA plan that any action toward implementation of either moves the LSTA plan forward also. The Iowa Commission of Libraries believes that it is beneficial not only for State Library staff but also for the Iowa library community to have library goals aligned and focused in this way.

The State Library received input and suggestions about the proposed Five-Year Plan from the LSTA Advisory Council, and also notified the Iowa library community that the goals and activities set forth in the plan were available on its web site. Comments and suggestions were encouraged and received. During its development, drafts of the plan were shared with Library Service Area staff and trustees and Area Education Agency media division staff. The plan was reviewed on several occasions by the Iowa Commission of Libraries, and was approved by the Commission on August 27, 2002.

The LSTA Advisory council meets regularly to discuss and review LSTA grant applications. Their advice is also solicited when reviewing outcomes of LSTA programs and developing new initiatives, and their suggestions are requested regarding implementation and evaluation of the overall LSTA plan.

The State Librarian and other state library staff are active in statewide programs and attend numerous library-related meetings and educational sessions throughout the state, where they often present a "State Library Update." This provides an opportunity for state library staff to receive feedback about LSTA plan implementation directly from customers.

Feedback regarding implementation of the LSTA plan will be frequently received from Library Service Area staff, because of the close linkage between the LSTA plan and the Plan of Service FY 2003-2005. Input regarding the LSTA plan will also be sought, at least annually, from Area Education Association media directors and the Iowa Commission of Libraries, as well from members of the LSTA Advisory Council.

Information about State Library customer needs and expectations is also gathered through customers surveys, focus groups, workshop evaluations and advisory groups.

Communication Procedures

The LSTA Five Year Plan 2003-2007 will be published to the State Library's web site. The web site has recently been redesigned, and LSTA information can be easily accessed from the web site main page: www.silo.lib.ia.us. The Plan will also be published in print form, and will be available to all Iowa libraries, and other interested parties, on request. Printed copies will be sent to each Iowa Library Service Area for distribution to their boards of trustees, and to the director of the media division of each Area Education Agency.

Each year, an annual report will be submitted to the Institute of Museum and Library Services (IMLS). Copies will be distributed online and in print. The State Library's newsletter, *Footnotes*, and other means of communication such as electronic mailing lists will be used to notify the Iowa library community of updates, significant programs and new projects.

Monitoring Procedures

The State Library will monitor the Five-Year plan annually, paying special attention to identified outcomes and outputs. An annual report will be submitted each year to IMLS. Appropriate staff at the State Library will implement, administer, monitor and evaluate programs as required. Goals, objectives and activities will be reviewed annually by the Iowa Commission of Libraries and the LSTA Advisory Council. Changes will be communicated to, and implemented by, stakeholders and State Library staff and sent to IMLS in the form of plan amendments. Subgrantees will be required to submit interim and final reports, and may also be monitored by site visits.

Sources Consulted

American Library Association. A Library Advocate's Guide to Building Information Literate Communities, 2001
Enrich Iowa Status Report (annual publication)
Iowa 2010: The New Face of Iowa
Iowa LSTA Five-Year Plan (FY98-02) Evaluation
Iowa Public Library Statistics (annual publication)
Iowa Stories 2000: Literacy Communities – A Project of the First Lady of Iowa
Library Services System for Iowa: Library Services Task Force Report to the Commission of Libraries, December 2000
Make the Connection: Quality School Library Media Programs Impact Academic Achievement in Iowa
National Center for Education Statistics. Public Libraries in the United States (annual publication)
Plan of Service FY03-05 - Iowa Library Service Areas and State Library of Iowa Priorities, Iowa Commission of Libraries
U.S. Census Bureau, 1990 and 2000 Decennial Censuses
U.S. Census Bureau, 1995-2025 Population Projections for States

Appendix

Library Services System for Iowa: Library Services Task Force Report to the Commission of Libraries, December 2000
www.silo.lib.ia.us/misc/taskforcereport.pdf

Plan of Service FY03-05 – Iowa Library Service Areas and State Library of Iowa
www.isla.lib.ia.us/Lead/leadplan.html

Priorities, Iowa Commission of Libraries
www.silo.lib.ia.us/news/news/commissionprioritiesrevised.pdf

Assurances

