



**LSTA PROGRAM FIVE-YEAR PLAN  
FOR YEARS 2013-2017**

**LSTA Five-Year Plan  
2013-2017**

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 rapidly changing landscape of technology and user expectations as many other states. The goals and programs described in this plan address the needs expressed through town hall meetings, the five-year 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.

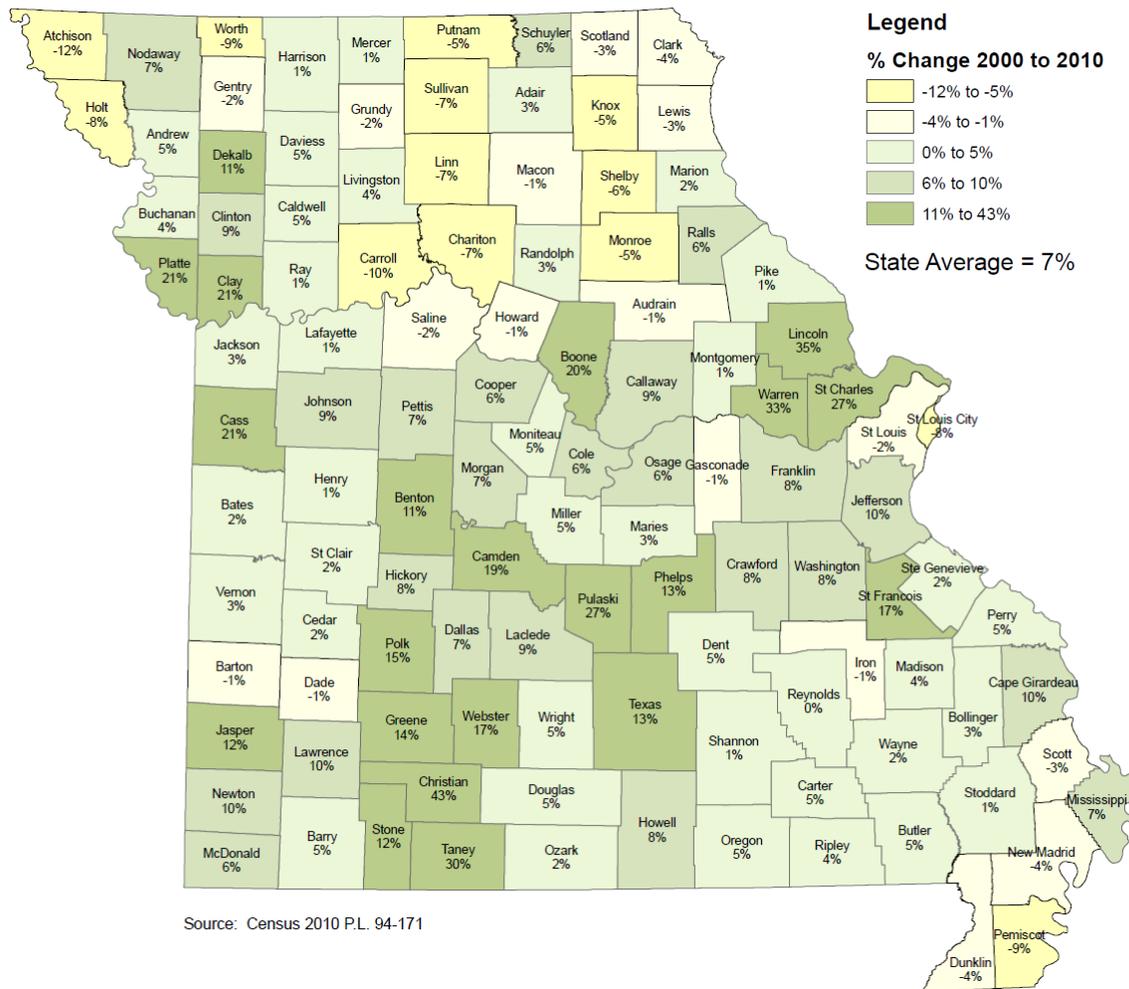
## **Mission Statement**

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 Landscape

Missouri is the 18th most populated state in the United States with 5,988,927 residents. The population in Missouri has increased by 393,716 residents or 7% in the decade between the 2000 and 2010 censuses. The national population grew 9.7% during this same time. Much of the growth in the state over the decade was in suburban counties, with rural and urban areas losing population at a slower rate (see Map 1).

**Map 1 – Population Change 2000 to 2010**



Source: Census 2010 P.L. 94-171

Table 1 describes the characteristics of Missouri’s population compared to that of the U.S.

**Table 1 – Characteristics of the Population – Missouri’s Urban/Rural and United States**

Characteristics	Missouri			U.S.
	Total	Urban Areas	Rural	
Population				
Total	5,988,927	4,218,371	1,770,556	-
Percent of Population	-	70.4%	29.6%	-
Race & Ethnicity	Total	Urban Areas	Rural	U.S.
White	82.8%	76.8%	95.4%	72.4%
African-American	11.6%	16.8%	1.8%	12.6%
Asian	1.6%	2.1%	0.4%	4.8%
Other	4.0%	4.3%	2.4%	10.2%
Hispanic (any race)	3.5%	4.5%	1.8%	16.3%
Age	Total	Urban Areas	Rural	U.S.
Median Age (years)	37.9	36.3	40.8	37.2
Under 5	6.5%	6.6%	6.1%	6.5%
Under 18	23.8%	23.2%	24.5%	24.0%
65 and Over	14.0%	13.4%	15.3%	13.0%
Educational Attainment & Enrollment	Total	Urban Areas	Rural	U.S.
High School Graduate or Equivalency	31.9%	28.5%	38.2%	28.5%
Bachelor’s Degree or Higher	25.6%	29.3%	18.5%	28.2%
Adults Enrolled in College/Graduate School	28.2%	32.7%	18.3%	28.3%
Language Spoken at Home	Total	Urban Areas	Rural	U.S.
Other than English	6.1%	7.6%	3.1%	20.6%
Speaks English less than “very well”	2.3%	3.0%	1.0%	8.7%
Speaks Spanish	2.6%	3.2%	1.3%	12.8%
Social & Economic	Total	Urban Areas	Rural	U.S.
Persons with a Disability	13.8%	13.1%	15.2%	11.9%
Median Household Income	\$44,301	\$43,644	\$45,533	\$50,046
Persons Below Poverty Level	15.3%	16.4%	13.2%	15.3%
Under 18 in Poverty	20.9%	22.2%	18.5%	21.6%
Unemployment Rate	10.0%	10.5%	8.9%	10.8%

Source: U.S. Census Bureau, 2010 Census and American Community Survey 2010 Estimates.

Missouri has a population that is 19% minority (meaning those not categorized as White alone, non-Hispanic), compared to 36% nationally. There has been a 25% increase in the minority population since the last census, with the Asian and Hispanic populations in the state showing increases of nearly 60 and 80 percent respectively since 2000. Possibly related is the 20% increase in the number of people reporting that they speak a language other than English at home or the 15% increase in the number reporting they speak English less than “very well.”

The difference in the racial makeup of the urban and rural areas of the state is also slightly sharper than the national rate. Missouri’s rural population is 95% White compared to 86% nationally in rural areas.

The state’s age distribution is similar to that of the U.S. for children and adults. However, Missouri has a larger percentage of seniors (residents 65 years and older) than that of the national rate, with an even higher number of seniors in the rural parts of the state. The number of Missourians reporting educational attainment

beyond a high school diploma or equivalency has increased since 2000 – more than 25% of residents have attained a Bachelor’s degree or higher. Additionally, there has been a 23% increase in the number of adults who report being enrolled in college or in graduate or professional school since 2000. Statewide, 56% of college students are 18-24 years old, but 20.2% are 35 years or older – slightly higher than the national average of 19.3%.

Census Bureau data shows that Missouri has a higher number of its non-institutionalized population with a disability – 14% compared to 12% nationally. In terms of poverty and unemployment, Missouri’s rates were nearly the same as those for the U.S. – but with less unemployment in the rural areas. The state’s median household income is considerably less, but so is the cost of living. In the fourth quarter of 2011, Missouri had the 14th lowest cost of living in the United States (Missouri Economic Research and Information Center, Cost of Living Data Series, 4th Quarter 2011).

## Library Landscape

### Public Libraries

In Missouri there are 148 public library districts serving 91.2% of the state’s population by operating 360 stationary outlets and 26 bookmobiles. Table 2 and Charts 1 and 2 show the population served by library districts in the state.

Seventy-five percent of the population in Missouri lives in fewer than a third of the 115 counties (4.5 million in 36 urban/suburban counties). More urban and suburban residents are served by a library district than those who live in the rural areas of the state (96% versus 77%) – seven (33%) of the largest rural counties do not have county-wide library service. However, because more than half (51%) of the library outlets in the state are in the rural counties, those in the heavily populated areas have nearly four times as many patrons per outlet.

**Table 2 – Urban/Suburban and Rural Population Served by Public Libraries**

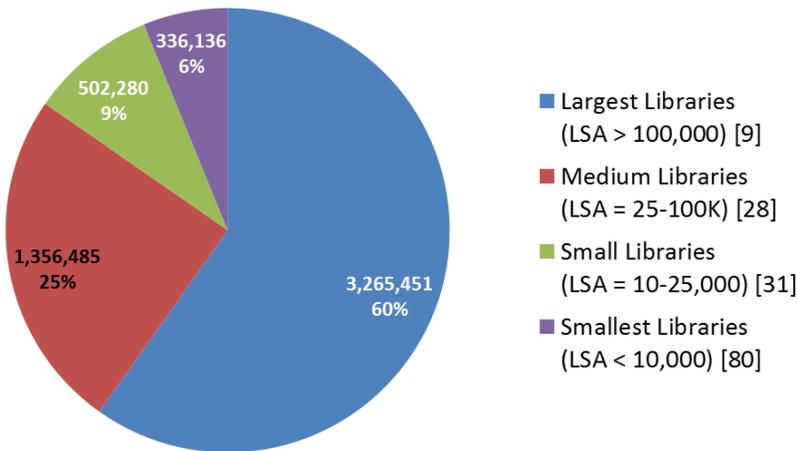
Metro Area	Statewide Population (2010 Census)	Library Districts			Stationary Outlets	
		Number	Population Served	Percent of Area Served	Number	Pop Served per Outlet
Total Population	5,988,927	148	5,460,352	91.2%	360	15,168
Urban/Suburban <sup>2</sup>	4,463,547	53	4,283,569	96.0%	176	24,338
Rural	1,525,380	95	1,176,783	77.1%	184	6,396

<sup>2</sup> Counties as a whole within OMB defined Metropolitan Statistical Areas, December 2009

Charts 1 and 2 give another view of the uneven distribution of population by library districts:

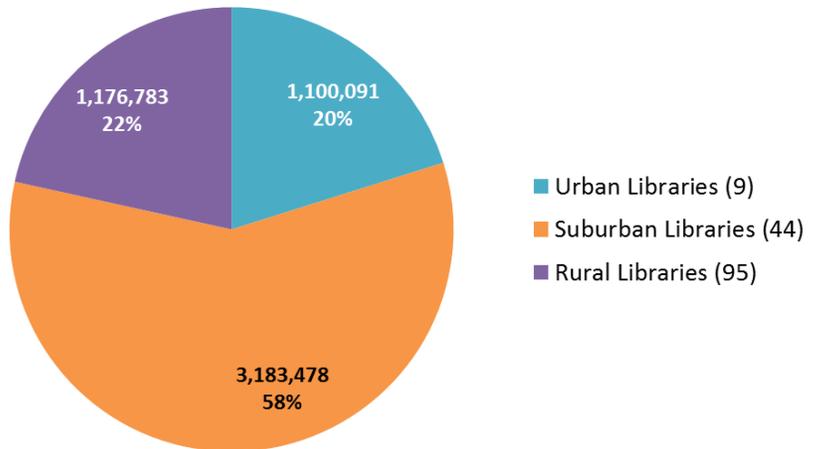
- 85% of the served population lives in just 37 library districts
- 95 library districts (64%) share service for the 22% of rural, served population

**Chart 1 - Population Served by Library District Size**



Source: Missouri Public Library Survey, FY11

**Chart 2 - Population Served by Metropolitan Area**



Source: Missouri Public Library Survey, FY11

School and Academic Libraries

Missouri’s Department of Elementary and Secondary Education (DESE) 2011 data show that there are 2,186 public schools in the state (with an additional 165 Charter schools). The National Center for Education Statistics (NCES) 2008 Schools and Staffing Survey (SASS) showed that 93% of the public schools in the state have a library media center. Data from the NCES 2010 Academic Libraries Survey (ALS) show that there are 108 academic libraries in the state.

## Library Services

### Public Libraries

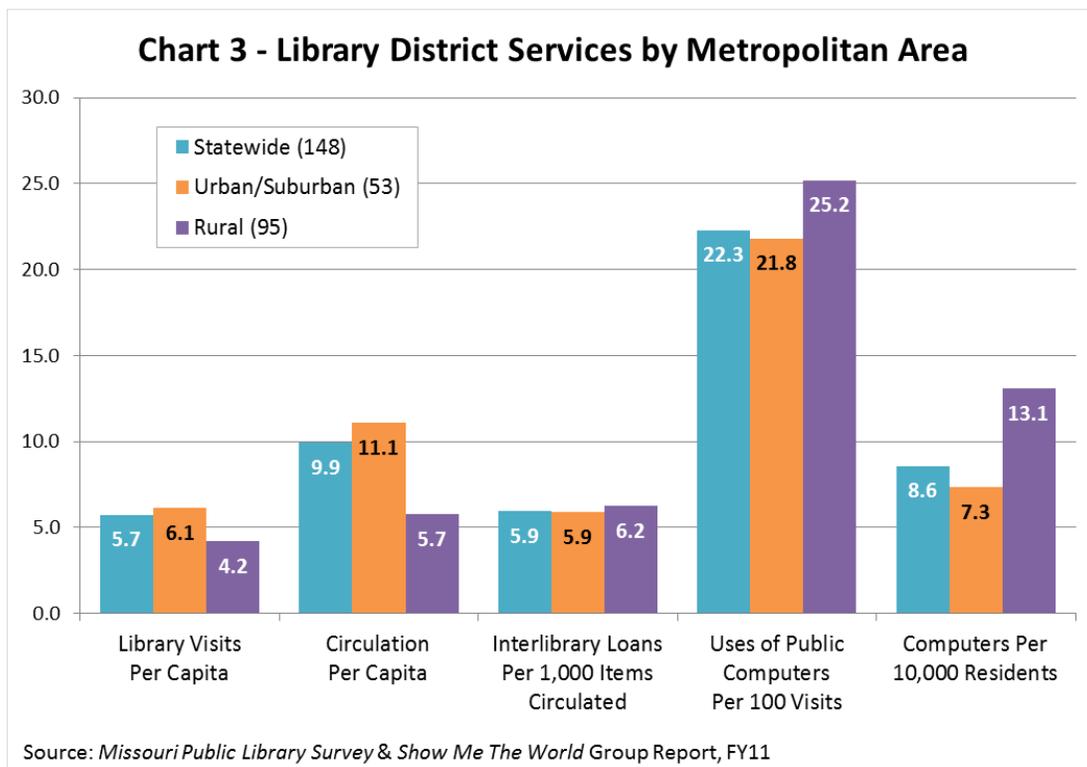
Table 3 and Charts 3 and 4 display services offered by Missouri public library districts in 2011 by metropolitan area and size of the library district.

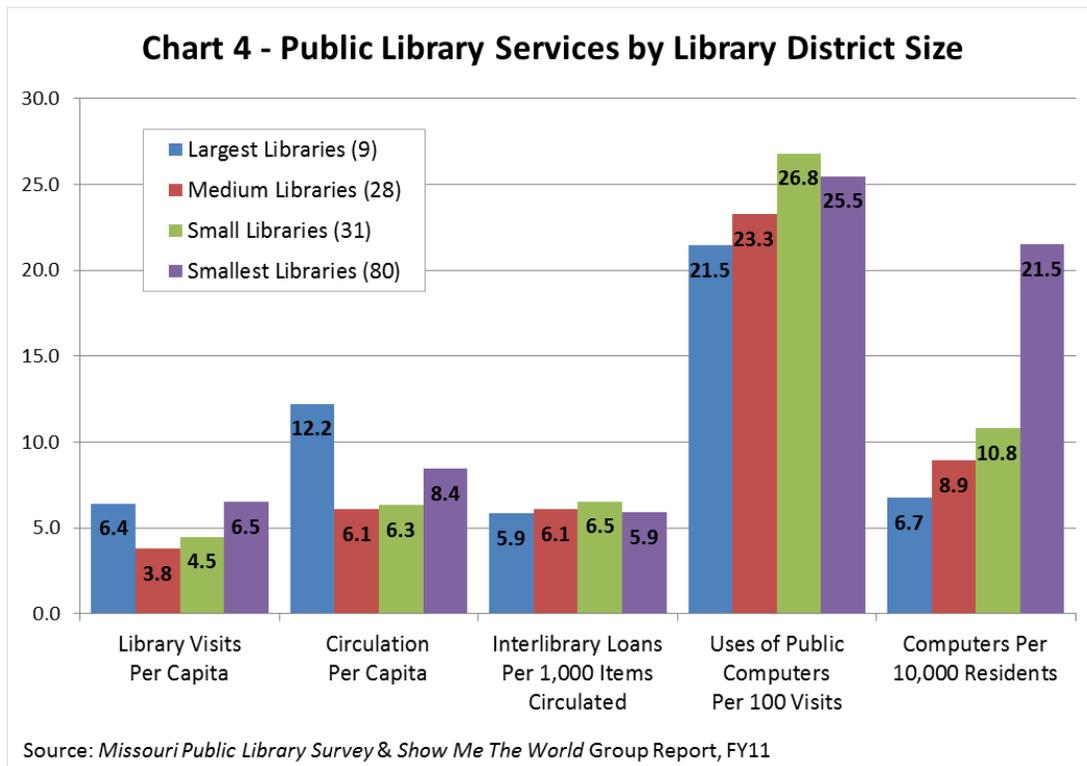
The data in Table 3 appear as expected when considering 78% of the state’s public library district population lives in the urban/suburban areas of the state. Conversely, Charts 3 and 4 demonstrate how rural and small libraries hold their own by providing for their patrons with such services as interlibrary loan and public access computer availability.

**Table 3 – Public Library Services Performed on a Typical Day in 2011**

Services	Statewide (148)		Urban/Suburban Library Districts (53)		Rural Library Districts (95)	
	Annual Total	Average Per Day	Annual Total	Average Per Day	Annual Total	Average Per Day
Library Visits	28,524,659	630	24,373,127	1,928	4,151,532	142
Circulation of Materials	54,193,262	1,003	47,430,304	2,766	6,762,958	195
Items Shared by Interlibrary Loan	325,637	8	279,126	16	42,187	2
Uses of Public Computers	6,758,020	129	5,544,073	436	1,213,947	36
Number of Computers	4,680		3,141		1,539	

Sources: *Missouri Public Library Survey* and *Show Me the World Group Report*, FY2011





Seventy-three percent (108) of library districts offer patron computer training by formal class or in one-on-one sessions. Subjects include general Internet searching, computer use and word processing, accessing reference databases, job search, genealogy research and social networking. Of the 75 libraries that offer formal classes, they average 21 hours per month of training. Sixty (41%) library districts have a computer lab for public training classes in one or more outlets.

Library districts in the state averaged 42 library-sponsored programs per month annually (more than 10 per week). Sixty-one (41%) library districts averaged about four programs per month or one per week. Statewide, average program attendance was 24 patrons per program. One-third of libraries averaged more than 24 participants per program.

#### School Libraries

NCES 2008 SASS data show that 99% of library media centers in Missouri had computer work stations with Internet access, with an average of 13 per center. Ninety-one percent of library media centers had access to online, licensed databases, with 87% providing access to the classroom and 47% providing database access for students at home. The SASS data also show that 49% of the library media centers in the state offered family literacy activities and 47% had book clubs. Circulation figures showed an average of 500 books circulated in a typical week.

Missouri has embarked on an ambitious education reform plan – Top 10 by 20 – setting the goal of public education to rank in the top 10 on national and international measures of performance by 2020. Three key goals are set that 1) all Missouri high school students will graduate college and career ready; 2) all Missouri children will enter kindergarten prepared to be successful in school; and 3) Missouri will prepare, develop and support effective educators. Strong preschool and school library programs are needed to support reaching these goals.

### Academic Libraries

Data from the NCES 2010 ALS showed gate counts at Missouri’s 108 academic libraries at more than 400,000 visits per week. Academic libraries held 22.6 million volumes at the end of fiscal year 2010 – 20% of the libraries held less than 5,000 volumes, while 52% of libraries had 50,000 or more volumes. These libraries also held more than 2.2 million eBooks and access to more than 19,000 electronic reference sources. Sixty-three percent of the academic libraries in the state reported providing virtual reference services.

Library services for college level students in Missouri’s public and independent institutions are supported through MOBIUS, a consortium of fifty-nine academic libraries, four public libraries, and two 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 23 million items, and serves over 1.5 million people. MOBIUS converted to a 501(c)(3) in July 2010, allowing for a more flexible structure. In 2011, it expanded to include an open-source ILS platform, and began to offer services to public libraries on that platform. MOBIUS recently completed a new strategic plan, with emphasis on enhancing resources sharing, expanding membership and developing new training opportunities for members.

### Internet Connectivity

Through the Missouri Research and Education Network (MOREnet), nearly 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 1000 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 100 Mbps, with 150 of the 250 connections at the 1.5 Mbps level. In most locations, these connections will soon need to be upgraded to greater capacity.

### **Library Staff and Trustees**

Statewide, 38% of professional library staff in public libraries and public library media centers has a Master’s degree in a library-related major. Table 4 provides specifics on the number of degreed professionals in public libraries by library size and metropolitan area.

**Table 4 – Public Library Staff with ALA-MLS**

Type of Library	Librarians with ALA-MLS	Professional Staff with ALA-MLS
Statewide	26%	38%
Urban/Suburban	33%	47%
Rural	10%	11%
Largest Libraries	33%	50%
Medium Libraries	37%	42%
Small Libraries	10%	11%
Smallest Libraries	8%	9%

In Missouri, ninety 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 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: Building/Sustaining 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*

## **NEEDS ASSESSMENT**

The most recent Current Population Survey on Internet use shows that 38% of Missourians do not use the Internet at home. That figure implies that 1.6 million public library residents are checking e-mail, using social media, completing government forms or seeking information for school assignments or lifelong learning either at work, or more likely, at their local library. How are Missouri's libraries currently fulfilling this need?

- Over 62% of Missouri's public library Internet connections are at 1.5 Mbps, barely considered broadband, and therefore in need of upgrading to greater capacity. Participants at town hall meetings consistently reported adequate Internet connectivity as a growing concern in the delivery of effective library services. Costs for services vary dramatically across the state, with rural areas especially facing high costs. Alternative technologies such as wireless radio access offer some prospect for upgrading bandwidth at lower cost.
- More applications, services, and data are moving to remote storage and access, requiring more robust Internet connections for access. Libraries are also exploring meeting their users through the Internet applications they are already using, rather than on a library website or dedicated portal.
- Seventy-four percent of public libraries in the state currently offer wireless Internet access. As the public continues to increase use of mobile devices, the demand for wireless access in libraries will increase, and there may be less use of desktop and stationary equipment as a result. Town hall meeting participants reiterated the need to integrate library services into the mobile environment. However, mobile platforms and applications are evolving rapidly, making it difficult for libraries to adapt services and maintain staff competencies.
- Fewer than 30% of the public libraries in the state offer downloadable materials in their collections. EBook usage is growing, and may soon reach a tipping point for ubiquity of service. Device costs are decreasing, but eBooks pose challenges in cost, platforms, licensing, and ease of use for libraries seeking to provide them for their users. The publisher and vendor landscape is changing rapidly and new modes of providing content are emerging.

According to the 2005 Heritage Health Index, "More than 4.8 billion artifacts are held in public trust by more than 30,000 archives, historical societies, libraries, museums, scientific research collections, and archaeological repositories in the United States...Their collections teach and inspire and are vital to sustaining a well-educated and connected citizenry, a thriving tourist industry, and a wealth of knowledge to enrich and

enlighten our civilization. They are a public trust that must be protected for future generations.” The Missouri State Library and the Missouri State Archives have been instrumental in coordinating efforts via Missouri Digital Heritage to preserve these collections as they relate to Missouri history. Strong promotional efforts are needed to ensure the public is aware of the rich wealth of digitized resources available to them.

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 town hall meetings and on satisfaction surveys. However, as demand increases for more digital content, efforts need to be made to promote current programs, monitor emerging trends, consult with and train library staff to transition from print-based services.

## 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. **Online Resources Program:** Partner with MOREnet, Missouri libraries, and other entities as appropriate to provide statewide access to online resources; training in use of the resources; instructional curriculum for use with library staff and patrons; and to assist with other consortial online resource offerings as appropriate (Years 1-5)
- b. **Bibliographic Resources Program:** Partner with OCLC, a worldwide library consortium, to provide bibliographic discovery and resource-sharing tools (Years 1-5)
- c. **Courier Service:** The State Library and a statewide project partner will provide courier service for interlibrary delivery of materials (Years 1-5)
- d. **Shared Integrated Library System:** Participate in and provide funding for the management of open-source software for discovery and resource-sharing among libraries with disparate automation systems (Years 1-5)
- e. **Discovery Services:** Monitor trends in discovery services and assess feasibility for implementation in Missouri to increase access to library resources. Discovery services will be implemented if fiscally and technically feasible; pilot projects may be supported to test feasibility in certain environments. (Years 1-5).
- f. **Digitization Program:** The State Library will partner with the State Archives and other Missouri cultural heritage institutions to create, maintain, expand and promote online digital collections (Years 1-5)
- g. **Digital Transition:** The State Library will 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 (Years 1-5)
- h. **Training and Consultant Services:** Provide and/or promote training opportunities and one-on-one assistance to enhance skills and programs pertaining to information resources, resource-sharing and services for learning (Years 1-5)
- i. **Outreach and Promotion:** In partnership with state and local agencies, develop and implement a statewide awareness campaign to increase knowledge about and use of LSTA-supported statewide initiatives supporting services for learning and access to content. (Years 1-5)
- j. **Subgrants and Other Assistance:** Provide subgrants or other assistance for projects supporting information resources, resource-sharing and services for learning (Years 1-5)

- k. **Monitor Trends:** Monitor trends in content and its accessibility, encouraging the implementation of and training in new or improved resources, services, and best practices to support services for learning and access to content when fiscally and technologically prudent (Years 1-5)

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

**TARGETS:**

- MOREnet statistical reports will show a 5% increase in use of the suite of online resources available for statewide access via academic, school and public libraries during the five year plan
- Training will be provided on the content and search functions of online resources and 75% of participants will report on follow up surveys having implemented the skills learned during training
- Instructional curriculum created through State Library and partner efforts will be in use at 10% of Missouri public libraries within 2 years of availability of materials, with continued growth shown throughout the remainder of the five year plan
- Courier service participation surveys will show an increased acceptance of and satisfaction with the service
- Staff surveys of the shared integrated library system will show increased acceptance of and satisfaction with the service
- Metadata for Missouri Digital Heritage collections will continue to be created in a manner that follows best practices

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

**PROGRAMS**

- a. **REAL Program:** Continuance of public library participation for statewide connectivity, technical support and training through the REAL Program (Years 1-5)
- b. **Monitor Networks:** 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. **Training and Consultant Services:** Provide and/or promote training opportunities and one-on-one assistance to enhance skills in technology planning and the effective use of technology (Years 1-5)
- d. **Subgrants and Other Assistance:** Provide subgrants or other assistance 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)
- e. **Emerging Technologies:** Monitor trends in technology, implementing new technologies and best practices to support statewide and local technology infrastructures when fiscally and technologically prudent (Years 1-5)

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

**TARGETS:**

- Training will be provided to enhance skills in technology planning and the effective use of technology, and 75% of participants will report on follow up surveys having implemented the skills learned during training
- MOREnet and the REAL Program will maintain its high satisfaction levels on customer surveys of meeting training and technical support needs and value in relationship to cost
- 40% of Missouri public libraries will implement system software or hardware to improve the operation and flexibility of their technology infrastructure during the five-year plan

## **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: Targeting 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 age17) from families with incomes below the poverty line.*

## **NEEDS ASSESSMENT**

More than 800,000 (14%) of Missouri's non-institutionalized population has a disability: 17% (142,000) have a vision difficulty, 29% reported a hearing difficulty and 38% a cognitive difficulty. As the population ages, a substantial increase in blindness and low vision is expected. Couple the current needs level with projected increases in the senior population, and the necessity for continued services for people with print impairments becomes readily apparent.

Reports show that the Wolfner Talking Book and Braille Library had over 10,000 active individual readers in fiscal year 2010. Additionally, 86% of its surveyed patrons rated the overall quality of service received as excellent. Outreach efforts must continue with potential referral agents, partners and key stakeholders to promote the availability of Wolfner services to all qualifying Missourians.

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.famlit.org](http://www.famlit.org)). Expanding library services to underserved Missourians is paramount:

- More than two-thirds of public library districts in Missouri are in counties with poverty rates above 15.3%; more than one-third are in counties with unemployment rates above 10%; 48% of students in Missouri schools are enrolled in free or reduced price lunch programs.
- Minorities make up 19% of the total population in Missouri – 25% of the population under age 18 and 28% of children under 5 are minority (a 31% increase since 2000 for the pre-school age group)
- Nine urban library districts serve nearly as many people as the 95 rural library districts (20% compared to 22% of the public library district population)
- Academically, Missouri is struggling to provide adequate resources for education. Currently, Missouri ranks in the middle 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.

- K-12 funding is under pressure, from both local and state funding streams. School library budgets are under particular pressure, in some cases resulting in loss of staff positions.
- Enrollment in Missouri's public 2 year and 4 year colleges and universities has been increasing – 44% of college students in Missouri are age 25 or older. While state funding for higher education has been decreasing, institutions have found themselves having to increase tuition and fees to maintain services.

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.

Currently, sixty-six percent of public library districts in the state report working with local organizations in developing or providing library programs or services. Training and other activities to encourage library service improvements and support local partnerships must continue to support the needs of Missourians.

## **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**

- Wolfner Library Services:** Provide support of Wolfner Talking Book and Braille Library to meet patron needs (Years 1-5)
- Wolfner Library Promotion:** Promote the availability of Wolfner Talking Book and Braille Library services to qualifying individuals through outreach efforts, including to potential referral agents, partners and other key stakeholders who serve the target population (Years 1-5)
- Training and Consultant Services:** In partnership with state and local agencies, provide trainings, one-on-one assistance and other resources to improve library services to people with disabilities (Years 1-5)
- Subgrants and Other Assistance:** Provide subgrants or other assistance to support programs and services relating to library services targeting people with disabilities (Years 1-5)
- Monitor Trends:** The State Library will monitor trends in library services to people with disabilities, encouraging the implementation of and training in new or improved resources, services, and best practices to support library services to people with disabilities when fiscally and technologically prudent (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 high customer service satisfaction levels
- The number of people served through Wolfner Library will increase by 3% from 2012 levels
- Training of library staff will be provided on opportunities pertaining to disability awareness and library services, and 75% of participants will report on follow up surveys having implemented the skills learned during training

**Strategy 2 (LSTA Priority 5):** The State Library and partners will conduct and promote trainings and other activities that encourage library service improvements to meet educational, cultural, intellectual, personal and social development needs

#### **PROGRAMS**

- a. Literacy Programs Development:** In partnership with other agencies around the state, promote and present training in the areas of literacy services encompassing a wide variety of topics and target audiences, including but not limited to, summer reading programs, early literacy, family literacy, ESL resources and training and GED support (Years 1-5)
- b. Cultural Programs Development:** In partnership with other agencies around the state, support, promote and provide training on programs that enhance the cultural and intellectual understanding of individuals (Years 1-5)
- c. Subgrants and Other Assistance:** Provide subgrants or other assistance for projects that support programs relating to literacy skills development (Years 1-5)
- d. Monitor Trends:** The State Library will monitor trends in library services to people with developing or low literacy skills, encouraging the implementation of and training in new or improved resources, services, and best practices to support library services to these populations when fiscally and technologically prudent (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

#### **TARGETS**

- Training will be provided in the areas of literacy services and cultural programming, and 75% of participants will report on follow up surveys having implemented the skills learned during training
- Participation in teen and children summer reading programs will increase by 3% during the course of the five-year plan

**Strategy 3 (LSTA Priority 5):** The State Library and partners will conduct and promote trainings and other activities that encourage library service improvements that remediate social problems and improve participants' quality of life.

#### **PROGRAMS**

- a. Life Skills Programs Development:** Assist libraries across Missouri in developing and enhancing their provision of life skills development services. Topical examples include but are not limited to parenting skills development and health literacy. (Years 1-5)
- b. Subgrants and Other Assistance:** Provide subgrants or other assistance for projects that support library services to enhance life skills (Years 1-5)
- c. Monitor Trends:** The State Library will monitor trends in library services to address life skills development, encouraging the implementation of and training in new or improved resources, services, and best practices to support such services when fiscally and technologically prudent (Years 1-5)

**OUTCOME 3 (LSTA PRIORITY 5):** Missourians have improved skills to make informed decisions that affect their life conditions.

**TARGET**

- Training will be provided in the area of library services that enhance the understanding of and development of library services pertaining to life skills, and 75% of participants will report on follow up surveys having implemented the techniques learned during training

**Strategy 4 (LSTA Priority 5):** The State Library and partners will conduct and promote trainings and other activities that encourage library service improvements that target the economic needs of individuals and communities.

**PROGRAMS**

- Workforce and Economic Development Services Programs Development:** Assist libraries across Missouri in developing and enhancing their provision of workforce development services including job information, career readiness, resume development, computer literacy, financial literacy, and small business resources and services (Years 1-5)
- Subgrants and Other Assistance:** Provide subgrants or other assistance for projects that support library services targeting workforce development (Years 1-5)
- Monitor Trends:** The State Library will monitor trends in library services to address workforce development, encouraging the implementation of and training in new or improved resources, services, and best practices to support such services when fiscally and technologically prudent (Years 1-5)

**OUTCOME 4 (LSTA PRIORITY 5):** Missourians have access to resources and services to meet their workforce skills needs, fostering a competent and productive citizenry.

**TARGETS:**

- 25% of Missouri public libraries will offer or partner with other entities in offering workforce and economic development training opportunities by 2017
- Statistical reports will show a 10% increase in use of online tools provided to libraries to support efforts in fostering workforce skill building

**Strategy 5 (LSTA Priority 6):** The State Library and partners will conduct and promote trainings and other activities to improve, expand and/or develop library services to targeted and underserved populations.

**PROGRAMS**

- Youth Services Programs Development:** Develop child and youth services training, provide one-on-one assistance and other support activities for library staff working with children age 0-18 to develop, expand and/or improve library services to these populations (Years 1-5)
- Adult/Senior Services Programs Development:** Develop adult and senior services training, and provide one-on-one assistance and other support activities for library staff working with adults and seniors. Topics will include but are not limited to adult reading programs, services to seniors, and other topics pertinent to adult and senior services (Years 1-5)

- c. **Underserved Populations Programs Development:** Develop targeted population services training, provide one-on-one assistance and other support activities for library staff working with targeted underserved populations to develop, expand and/or improve library services to these groups (Years 1-5)
- d. **Planning, Outreach and Promotion:** In partnership with state and local agencies, assist libraries in identifying, planning and promoting library services and resources to targeted populations (Years 1-5)
- e. **Subgrants and Other Assistance:** Provide subgrants or other assistance for projects that support services to targeted populations (Years 1-5)
- f. **Monitor Trends:** The State Library will monitor trends in library services to targeted populations, encouraging the implementation of and training in new or improved resources, services, and best practices to support library services to these populations when fiscally and technologically prudent (Years 1-5)

**OUTCOME 5 (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**

**TARGETS:**

- Training will be provided in ways to improve, expand and/or develop library services to targeted and underserved populations, and 75% of participants will report on follow up surveys having implemented the skills learned during training
- 50% of Missouri public libraries will have at least one staff member participate in youth services training

## GOAL 3:

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

### LSTA Goal 3 Theme: Strengthening the Library Workforce

#### **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 town hall meetings.

One measure of capacity to provide high quality service is the percent of staff with a graduate degree. Statewide, only 38% of professional library staff in public libraries has 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.

The number of school librarians has fluctuated over the last five years, and is now lower than in 2008 by 75 staff positions. Consequently, school librarians often find themselves serving multiple school buildings. Of even more concern, many school districts have replaced degreed librarians with staff certified by test as a library media specialist. These staff often lack understanding of even basic library practices, and must learn as they can on the job.

Ninety percent 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.

#### **STRATEGIES**

**Strategy 1 (LSTA Priority 3):** The State Library and partners will support the continuing education of library staff in order to develop and enhance skills needed to improve library services. The State Library will also invest in the professional development of the library workforce and leadership by providing resources and information that support planning, development and management of strong local library service.

#### **PROGRAMS**

**a. 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. (Years 1-5)

- b. **Data Analysis:** Compile, analyze, and publish data on Missouri library services, and provide comparisons for use in planning services. (Years 1-5)
- c. **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)
- d. **Best Practices and Standards:** Provide program evaluation, including use of peer evaluation, balanced scorecard, benchmarking, comparative statistics and other means for identifying, developing and implementing best practices and standards to improve library services (Years 1-5)
- e. **Consultant Services:** Provide point of need assistance on library issues to library staff and trustees as needed to address local library services needs (Years 1-5)
- f. **Monitor Library Service Trends, Issues, and Opportunities:** Promote awareness of library service trends and opportunities through regular communications, SOS website, and other means to advance the delivery of library and information services (Years 1-5)
- g. **Subgrants and Other Assistance:** Provide subgrants or other assistance for individuals or groups to participate in continuing education events to enhance library knowledge and skill level of the participant(s) (Years 1-5)
- h. **Scholarship Program:** Current scholarship students will be tracked until all commitments are completed (Years 1-4)

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

**TARGETS:**

- Training will be provided in skills to advance the delivery of library and information services, and 75% of participants will report on follow up surveys having implemented the skills learned during training
- 90% of libraries with at least 3 FTE will participate in one or more continuing education events during the course of the five-year plan
- Number of subscribers to Missouri State Library discussion lists and newsletters will continue to grow each year from 2013 to 2017
- Use of the Library Science Resources Collection will increase by 15% between 2013 and 2017
- Annual Statistical Report Survey data will be posted on the Missouri State Library's website each year for use by the public library community in planning
- 15% of grants awarded will receive onsite grant monitoring visits

**Strategy 2 (LSTA Priority 3):** The State Library and partners will support library leadership by providing high quality resources and training to library trustees, directors and managers that promote outstanding leadership and management practices, as well as help leaders assess communities' needs, and evaluate and enhance their institutions' capacity to meet them.

**PROGRAMS**

- a. **Library Leadership Trainings:** Library trustees, directors and managers will be offered up-to-date continuing education in a wide variety of formats on pertinent topics such as, but not limited to, strategic planning, policy development and budgeting to strengthen library leadership and management (Years 1-5)
- b. **Subgrants and Other Assistance:** Provide subgrants or other assistance for individuals or groups to participate in continuing education events to enhance library leadership, planning and management skills (Years 1-5)

- c. **Monitor Trends:** The State Library will monitor trends in library administration and management, public policies and partner activities that impact service, encouraging the implementation of and training in new or improved resources, services, and best practices to support strong library services as appropriate (Years 1-5)

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

**TARGETS:**

- Training will be provided in skills to advance library leadership and management, and 75% of participants will report on follow-up surveys having implemented the skills learned during training
- 50% of Missouri public libraries will have trustees participate in training opportunities during the course of the five year plan

## **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 Missouri's Department of Elementary and Secondary Education, the Missouri Literacy Resource Center, the Missouri Division of Workforce Development, the Missouri Department of Social Services, the Missouri Research and Education Network (MOREnet), and Missouri's Department of Mental Health. 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 Humanities Council, Missouri Career Centers, and the Missouri Department of Health and Senior Services.

Competitive grant projects will be required to obtain input from local partners 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 contracted Tom Peters of TAP Information Services to facilitate five town hall meetings throughout the state with 91 in attendance. Participants were from public, school and academic

libraries, including library staff members serving a variety of roles and trustees. Because of a low response from the academic community, questions discussed at the town hall meetings were also sent to an academic libraries discussion list which resulted in five additional responses.

The Missouri State Library contracted with the Assessment Resource Center (ARC), University of Missouri to evaluate the LSTA FY2008-2012 five year plan and to develop and administer surveys regarding barriers to LSTA program participation and prioritization of use of funds.

The Missouri State Library took advantage of an opportunity presented by the Bill & Melinda Gates Foundation for State Library Authorizing Agencies (SLAA) to be provided an assessment and review of their strategic direction by The Parthenon Group. SLAAs were challenged to consider the relationship between services provided to libraries, the comparative advantage of those services, and the value placed on them by the libraries. The process also encouraged a review of opportunities for the SLAA to evolve as the needs of the library community change.

With information provided from the town hall meetings, ARC evaluation and survey summaries, results from Assessment of Strategic Direction, and Library Development consultant input, an LSTA Strategic Planning Webinar was held on March 26, 2012. The Secretary's Council on Library Development met on April 6, 2012 to refine and prioritize goals and programs for the next five years.

Plan goals, strategies and activities were endorsed by the Secretary of State's Council on Library Development on April 6, 2012. The final document was written by Missouri State Library development staff and approved by the Missouri Secretary of State.

Throughout the implementation of Missouri's LSTA FY2013-2017 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. 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 2012, 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 the 2013-2017 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 OMB Circular A-133 to monitor sub-recipients' expenditures and administration of LSTA funds. IMLS requirements for monitoring sub-recipients' expenditures of LSTA grant awards are described in CFR 1180-1185. 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 OMB Circular A-133 which exempts non-federal entities from single audits of federal awards under \$500,000 (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 MOSL consulting staff through report reviews. No fewer than 15% 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.

# Focal Area Mapping

## Addendum B

Focus Category	Service/Activity	Target Users/Beneficiaries
Lifelong Learning	Wolfner Library Services	Users with print disabilities
	Wolfner Library Promotion	Users with print disabilities
	Literacy Programs Development	Multigenerational populations including those with limited or developing literacy skills and those who are underserved
	Cultural Programs Development	Multigenerational populations including those with limited or developing literacy skills and those who are underserved
	Youth Services Programs	Children birth-age 18, including underserved populations
	Adult/Senior Services Programs	People age 19 and up, including underserved populations
	Underserved Populations Programs	Multigenerational, underserved populations
	Planning, Outreach and Promotion	Multigenerational, underserved populations
	Training and Consultant Services	Multigenerational, underserved populations
	Subgrants and Other Assistance	Multigenerational populations including those with limited or developing literacy skills and those who are underserved
	Monitor Trends	Multigenerational populations including those with limited or developing literacy skills and those who are underserved
Human Services	Life Skills Programs	Multigenerational populations including those with limited or developing literacy skills
	Subgrants and Other Assistance	Multigenerational populations including those with limited or developing literacy skills and underserved populations
	Monitor Trends	Multigenerational populations including those with limited or developing literacy skills and underserved populations
Employment and Economic Development	Workforce and Economic Development Services Programs	Adult and teen populations, including unemployed and individuals in small businesses
	Subgrants and Other Assistance	Adult and teen populations, including the unemployed and individuals in small businesses

<b>Focus Category</b>	<b>Service/Activity</b>	<b>Target Users/Beneficiaries</b>
	Monitor Trends	Adult and teen populations, including unemployed and individuals in small businesses
Information Access	REAL Program	Users across Missouri
	Monitor Networks	Users across Missouri
	Emerging Technologies	Users across Missouri
	Online Resources Program	Users across Missouri
	Bibliographic Resources Program	Users across Missouri
	Courier Service	Users across Missouri
	Shared Integrated Library System	Users across Missouri
	Discovery Services	Users across Missouri
	Digitization Program	Users across Missouri; students and researchers nationally
	Digital Transition	Users across Missouri
	Training and Consultant Services	Users across Missouri
	Outreach and Promotion	Users across Missouri
	Subgrants and Other Assistance	Users across Missouri
	Monitor Trends	Users across Missouri
Capacity Building	Library Skills Staff Trainings	Missouri library staff
	Data Analysis	Missouri library staff, including library leaders
	Library Science Resources	Missouri library staff, including library leaders
	Best Practices and Standards	Missouri library staff
	Consultant Services	Missouri library staff, including library leaders
	Monitor Library Service Trends, Issues and Opportunities	Missouri library staff, including library leaders
	Library Leadership Trainings	Missouri library staff
	Subgrants and Other Assistance	Missouri library staff, including library leaders
	Scholarship Program	Future Library Leaders