Nebraska Library Commission

# Library Services and Technology Act
# Five-Year Plan 2013 - 2017

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Nebraska Library Commission

*"Bringing together people and information"*

INSTITUTE of Museum and Library SERVICES

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# Plan overview

The Nebraska Library Commission's 2013-2017 Library Services and Technology Act (LSTA) State Plan outlines the needs of Nebraskans and Nebraska's libraries, and presents the mission, goals, strategies, and intended results which are planned to meet those needs. The State Plan sets forth activities, and planning, implementation, and evaluation procedures to occur from 2013 through 2017 to achieve the mission and goals. It defines stakeholders and their roles, and the communication and monitoring procedures for involvement of the library community and library users in the administration of NLC programs and services. State general funds and LSTA funds are combined in Library Commission operations and library aid programs and services. Thus, Nebraska's LSTA Five-Year Plan also serves as a strategic plan for the Nebraska Library Commission.

The course of action selected for this Plan was influenced by ongoing communication with our partners and our clients, by surveys sent to members of the library community, and by facilitated planning exercises with Library Commissioners, the State Advisory Council on Libraries, and groups of NLC staff members as participants. Strategies are also based on the results of the recent evaluation of NLC's 2008-2012 LSTA State Plan and on emerging issues and trends in delivering library service to Nebraska's citizens. Additionally, the 2013-2017 Plan reflects planning undertaken in preparation of the Nebraska Library Commission's 2013-2015 biennium budget request which will be submitted to the Governor and Legislature in September 2012. After a comprehensive investigation of how to best serve the library and information needs of all Nebraskans, the Library Commission has selected the following goals for 2013-2017:

> **Goal 1:** All Nebraskans will benefit from life-long learning and cultural enrichment delivered through their library programs and services.
>
> **Goal 2:** Library staff and supporters will have the tools and skills to provide and sustain needed programs and services to their target audiences.

Strategic action plans will be used for program management and evaluation purposes. The State Plan will be available electronically through the Nebraska Library Commission website (http://nlc.nebraska.gov/).

# Mission

The mission of the Nebraska Library Commission is statewide promotion, development, and coordination of library and information services. As the state library agency, the Commission is an advocate for the library and information service needs of all Nebraskans.

# General Statutory Authority

The Nebraska Library Commission's statutory authority is set forth under Article 4, Chapter 51 of Reissue Revised Statutes of Nebraska. In addition to the powers granted in Chapter 51, state statutes provide that the Commission is the state agency designated to receive federal library program funds appropriated for the Library Services and Technology Act.

# Policy statement for use of funds for Five-Year Plan activities

The Library Services and Technology Act state program is a shared federal/state effort. Nebraska's LSTA Five-Year Plan also serves as a strategic plan for the Nebraska Library Commission. Activities in the Plan are funded with a combination of state and federal monies with state funds used to fulfill the Library Commission's statutory responsibilities and as match and maintenance of effort of federal State Program funds. LSTA funding is used as appropriate in meeting the nine purposes of the LSTA Grants to States Program within the scope of this Plan's three goals.

# Methodology of the planning process

## Prospective evaluation

In fall of 2011, the State Advisory Council on Libraries met to discuss the progress the Nebraska Library Commission had made toward reaching its goals of the 2008-2012 LSTA Plan. The conversation continued in early 2012 with a focus group exercise. At that time, the Nebraska Library Commission embarked on its retrospective and prospective evaluation of the 2008-2012 LSTA Plan. In the process, an online survey of the library community solicited feedback on LSTA-funded programs and services.

## Vision and gap analysis

In the initial visioning activity survey, the State Advisory Council on Libraries and the Commissioners were asked to envision the "ideal Nebraska" for certain target populations; in a follow-up gap analysis survey, they were asked to suggest how libraries can fill the gaps needed for each target audience to realize its potential.

## Staff survey and focus groups

NLC staff completed an online survey to rate and discuss the Nebraska Library Commission's current performance and to assess their experiences working at the Nebraska Library Commission. Focus groups were conducted with staff members who conduct training and consultation on a continual basis to elicit the needs and trends in service delivery to Nebraska librarians and supporters.

## Environmental scan

The strategic planning team reviewed the forces that drive culture, the economy, and education in Nebraska. They examined documentation of trends and issues pertaining to communications and access to information; economic conditions; education; employment and labor force characteristics; health and

human services; housing; libraries; life-style conditions; population; ethics; and technology. They focused on trends that closely relate to the lives of Nebraskans and the communities in which they reside.

## SWOT analysis and objectives

During a retreat and in consequent meetings, the strategic planning team reviewed the results of the various surveys, reviewed the trends and issues stemming from the environmental scan, and then conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis. The team addressed what issues the Library Commission could and could not practically address, and, among those, the importance of each issue. Themes emerged and were translated into objectives upon which the agency could focus for the next five years.

## Selection of mission and goals

During the planning retreat, the strategic planning team reviewed the current mission statement, reflected on the needs of Nebraskans and Nebraska libraries, and decided to retain the current mission statement.

The objectives were clustered and then synthesized into goals. Goals were established and prioritized to meet the identified needs of Nebraskans and Nebraska libraries, congruent with the purposes and directions outlined in the Library Services and Technology Act:

<u>LSTA Purposes</u>

1) Enhance coordination among federal programs that relate to library and information services;
2) Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
3) Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
4) Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
5) Promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
6) Enhance the skills of the current library workforce and ~~to~~ recruit future professionals to the field of library and information services;
7) Ensure the preservation of knowledge and library collections in all formats and ~~to~~ enable libraries to serve their communities during disasters;
8) Enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
9) Promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.

## Identification of competencies

In the course of gathering information, and during the selection of goals and objectives, it became evident that the Library Commission maintains and espouses values which contribute to institutional capacities and efficiencies. The planning team identified organizational competencies which are reflected in all the services the agency provides and in its operational policies and practices. The planning team determined that initiatives and projects will periodically be selected to work toward these competencies.

## Identification of activities and results

Upon the selection of the goals and objectives, departmental meetings were held during which staff members discussed and selected current and proposed activities which support the goals and objectives, keeping the LSTA priorities in mind:

LSTA Priorities

1) Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
2) Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
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;
4) Develop public and private partnerships with other agencies and community-based organizations;
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;
6) Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved;
7) Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8) Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's Plan.

   20 U.S.C. § 9141(a)(1-8)

Similar activities across departments were clustered. The intended results of these broad activities were then composed. It was concluded that agency strategic action plans which outline specific activities, outputs, and outcomes will be used for program management and evaluation purposes.

# Assessment of needs

## State demographics

- Nebraska has 1,826,341 persons in 2010, an increase of 115,076 or 6.7 percent from the 2000 count of 1,711,265. The median size town in Nebraska in 2010 had 318 residents.
- 24 Nebraska counties gained population while 69 lost population between 2000 and 2010. 23 counties lost 10% or more of their population between 2000 and 2010.
- Nebraska's population growth is predominately in minority racial and ethnic groups. The Hispanic or Latino (of any race) population grew by 77 percent and accounted for nearly two-thirds of the state's overall growth; the Asian, non- Hispanic group grew by 47 percent; the White, non -Hispanic population barely increased (0.4%).
- Hispanics now comprise 9.2% of Nebraska's population (up 3.6 percentage points from 2000) while 82.1% is White and non- Hispanic (down 5.2 percentage points from 87.3% in 2000).
- Households that contain three or more generations are becoming more prevalent in Nebraska. There are now more than 16,000 "multigenerational" Nebraska households in 2010, an increase of nearly 50 percent versus 11,000 in 2000.
- The median household income in Nebraska fell in real terms during the 2009, from $50,535 in 2008 to $49,595. This represents a 1.9 percent decline. The U.S. also experienced a decline, albeit smaller from $50,112 to $49,777 or 0.7 percent. These changes placed Nebraska at the middle of the pack compared with other U.S. states and the District of Columbia – Nebraska ranked 30th best regarding real median household income change and 27th best for the percent change in real income.

  Sources: 2000 and 2010 Censuses, U.S. Census Bureau

## Trends in Nebraska libraries

Today, Nebraska has 57 postsecondary academic libraries, 270 public libraries, about 894 elementary and secondary school libraries, 23 institutional libraries, 102 special libraries, 93 county law libraries and 9 state agency libraries. All libraries can share materials through a statewide network of six regional multitype library systems, supported by the Nebraska Library Commission. Of the 270 public libraries, 58% serve populations of fewer than 1,000 people. Only 3.7% Nebraska's libraries have service populations of over 20,000, yet 82% of Nebraska citizens live within the service population of a public library.

The way people use Nebraska libraries for obtaining information continues to change. The number of reference transactions has been trending downward dramatically for several years. This reduction suggests that fewer customers are requesting information from library staff, preferring to find the answers themselves using the library's, or other, electronic resources.

Out of 270 public libraries in FY 2010, 88% offered free Internet access, 73% offered wireless Internet access, 39% connected to customers through social media networks, and 40% provided loans of ebooks and digital audiobooks. These libraries served 8,870,666 customers, loaned 13,821,850 items, and

provided 24,438 programs provided for 615, 227 people. The libraries provided 1,936 public access computers, up 5% in 2009.

In a recent public library survey, more than 82% of the participants indicated that they were the only source of free Internet access in their communities, and 67% responded that use of library workstations increased in the past year. More than 86% of the participants offered IT training to patrons, nearly 80% provided access to jobs databases and other job opportunity resources, and nearly 77% helped patrons complete online job applications. Nearly 59% of the participants conducted digital/virtual reference transactions, 49% lent ebooks, and 52% participated in social networking activities.

Thanks to a grant from the U.S. Department of Commerce, with matching funds from the Bill & Melinda Gates Foundation, the Nebraska Library Commission was able to fund a project that is improving Internet access and public-use computer equipment at 147 public libraries. As a result of this grant, the number of computers available to the public at these libraries has increased by almost 53% and their average Internet access speed has increased from 2.9Mbps to 17.2 Mbps.

## Results of 2008-2012 Plan evaluation

- NLC needs to continue offering library education in the form of "Basic Skills" classes, but needs to better track the effect of the training on participants and its impact on end users. For example, we should ask questions like, "How many who started the program actually finished?" "For those who finished the classes, how has it affected their job performance?"
- Communication with library clients should be improved by making it more active. There should be more *push* than *pull* in order to insure that information about our programs, services, and opportunities is transmitted effectively.
- NLC needs to improve its efforts at promotion – both promotions of the agency and of libraries statewide. These efforts must also be measured and evaluated regularly.
- The Library Commission's support of database subscriptions that are available to all citizens is a popular and important service that should be continued. The coordination of the *OverDrive Consortium* for shared costs of digital materials is also a valuable service. Both of these programs could benefit from better evaluation procedures to ascertain user outcomes.
- Other programs with high approval from clients include the agency's services for children and youth, interlibrary loan and reference, and online training activities.
- The Talking Book and Braille Service is successfully upgrading to digital technology in keeping with the needs of its readers. Its comprehensive collection fulfills an important need, even as some talking book readers with technical expertise and financial resources are able to access additional sources of information through the open market as those resources become fully accessible.

## Visioning and gap analysis results

**Enhanced access to information for Nebraskans**

- Bridging the digital divide by providing suitable and widespread access to computers and the Internet.

- Helping patrons to utilize the many resources available and sift through the large volumes of information is a critical role for librarians to fill.
- Provide training for people who are not computer literate or not comfortable receiving information via computers.
- Better communicate our resources to our stakeholders. Providing the information without promoting it or providing assistance is simply being passive and we need to take a more proactive stance.

### Effective use of e-government services

- Provide guidance to citizens in using e-government resources that, while available, are frequently difficult to use.
- Nebraska libraries already fill this critical role and now as librarians we need to expand our knowledge of the e-government resources and their application or use in the lives of our patrons and ourselves as information professionals.
- Become a centralized source of information about the services provided by federal, state, and local governments.

### Fast Internet access along with the tools and knowledge to use it

- Libraries can be the place in the community where adequate bandwidth is available to everyone.
- Provide an adequate number of public access computers and printers with sufficient bandwidth for the expected Internet traffic. Maintain current software and operating systems.

### Effective services to Nebraska's "Millennial" generation

- School and public Libraries need to provide online resources and educational programs to help this generation achieve academic success. Delivery of online targeted databases and programming can significantly help students achieve success during high school and college.
- Their energy and fresh viewpoint of the world is valuable to us all so let's make libraries one of their destinations in the course of their daily lives.
- Keeping up with the latest technology and having it available so they don't dismiss libraries as "old fashioned." This also means training on the part of staff and a general enthusiasm on the part of all who work in the library.
- The issue of qualitative, reliable information may be the point at which trained library professionals can be of most help. Millennials seem often to have the technological resources available but only a superficial understanding of resources that can be trusted and those that can't.

### Life-long learning services Nebraskans

- Libraries can play a critical role by being a community partner with lifelong learning institutions whether it be hosting classes or learning opportunities or by creating classes that foster new learning opportunities for all ages.
- Provide after school programs that draw students to the library that focus on real-life scenarios and supports critical thinking opportunities.

- Libraries can assist by helping those who wish to learn become ever more sophisticated and discriminating in defining their searches, help them become knowledgeable and able to take advantage of the huge range of resources available and by helping them gather information from the most qualitative resources available.

### Effective service to rural and/or urban populations

- The agricultural and rural areas in Nebraska rely on technology to stay connected to our urban areas in the eastern part of the state and across America. Libraries that continue to stay up to date on the technology that provides Internet services become the link for patrons that have limited personal access.
- Those who work in and for libraries need to advocate constantly for adequate resources in communities of all sizes. They need to help make the case for population not being the ultimate determinate in the quality of resources available to the total population.

### Effective service to Hispanics and other underserved population groups

- Libraries' traditional role as the learning center for the newest citizens continues to be 100% critical and relevant. Teaching an appreciation for the traditions and culture of those newly arrived in our communities is also a way to inform the long-term residents of Nebraska's communities of who their new neighbors are and what they bring to our communities.
- Explore the provision of language learning programs for our Hispanic and other ELL populations and train staff with communication skills to service this group of patrons.
- Provide facilities, materials, and services that create opportunities for cultural and social interactions.

### Effective service to Nebraska's business owners

- Hold seminars in the libraries for new business owners providing them with cutting edge technologies and problem solutions.
- Staff members knowledgeable of the resources most needed and helpful to business owners are critical.
- Building partnerships with local businesses, schools, etc. offering services to work with them to help their business thrive and encourage their employees to grow professionally.

### Provision of informal meetings places; becoming the community's "living room"

- Continue to build and develop inviting spaces within their buildings to encourage informal gatherings and comfortable spaces for people to be with others without having to schedule one more thing.
- Libraries are a natural meeting place. Once again, the issue is getting the word out that there are comfortable rooms available at no cost.

**Positioning of libraries so they are regarded as an anchor institution and essential service**

- Continue to develop and sell our story as a critical part of what makes our communities great - whether that be a town, city, or university. We have to communicate the value of libraries in financial and economic development terms to the stakeholders and decision makers for the health of our communities.
- Get out into the community, volunteering, and showing leaders in the community just what the library and librarians can do.

## 2012 library community survey results

The following ten currently LSTA-funded services or initiatives were rated as having the greatest potential for improving library services statewide in the next five years:

1. Online databases
2. Technology training
3. OverDrive consortium
4. Interlibrary loan
5. Youth reading projects
6. Basic Skills instruction
7. Online educational opportunities
8. LSTA sub-grants
9. Librarian certification
10. Talking Book & Braille Service

## SWOT analysis activity results

Sources of information: environmental scan results; staff survey and focus group results

**Opportunities** identified which the planning team felt NLC could address

- **Technology:** There are more technologies (diversity, multiple ways to access) that people are using; increase in reading because of electronic format; stimulus grants to ISPs have resulted in expansion of broadband access within Nebraska; more government services are accessible only online; in most Nebraska communities, the public library is the only source of free access to computers and to the Internet

- **Community anchor institutions & economic development models:** Federal Emergency Management Agency looking at libraries as disseminators of information and resource centers after disasters; buildings as distribution sites; people are looking for a "third place" or "front porch;" partnering with other organizations for mutual benefit

- **Expanding the mix of funding sources for libraries (sustainability):** Transfer of wealth with increasing number of aging people; older people vs. young people; unemployment is lower; small businesses are flying by the seat of their pants

- **Demographics, cultural trends:** Population is becoming more diverse, more languages; more and more people living singularly; grandchildren of boomers are the echo-boomers; young adults aren't saving, are swamped with school loans, don't know how to manage money, filing for bankruptcy, living on credit-culture, changing jobs/professions/fields more rapidly; the majority of Millennials are connected with each other, less prejudiced, more open to change, more ethnically diverse than older adults, use smartphones, and access social media sites

- **Information on-demand:** Usage of "ask-an-expert" sites takes priority over "ask-a-librarian" services; people go to their personal network for information; greater amount of personal information being shared with other individuals

**Threats** identified which the planning team felt NLC could address

- **Technology:** Cost of access to technology; sustainability of technology; lack of technology expertise; security; demand of supporting technology is endless

- **Literacy and reading:** Decline in reading as a culture in certain areas—long-form; decline of the use of paper-format books and transition to other materials

- **Information literacy:** Technology has empowered consumers by providing them with advanced types of connectivity which give them enhanced access to information; Google-type searching

**Strengths of the organization** identified during the exercise

- Our staff are skilled and experienced in grant writing, resulting in additional funding for projects that benefit library service in the state
- NLC staff are highly-skilled in many and diverse disciplines
- We are creative and innovative, bringing new ideas, services and technology to the process of assisting our clients
- We have created a successful partnering environment with regional systems, libraries, and outside agencies
- The agency is networked with our constituency through email lists, online social media, interactive blogs, a website that serves as an information portal, and through our six regional library systems
- We collaborate effectively with libraries by pooling our efforts in programs such as group purchases of needed resources
- Our IT staff puts a high value on supporting agency technology
- We are positive, responsive and willing to seize an opportunity

**Weaknesses of the organization** identified during the exercise

- Insufficient/fewer NLC staff due to budget reductions; we have lost skilled and talented employees,
- The State of Nebraska has suffered from budgetary shortfalls, which has impacted our ability to fund needed initiatives
- We don’t have regular reports from each department; to staff, to libraries
- Internal communication channels are not used effectively or consistently

- Some of the agency's skilled staff are underutilized
- We are not all consistently working together, internally
- There is a perception among libraries that NLC is imposing on them with regulations, certification requirements, statistical reports, etc.
- The agency needs to improve its working relationship with the regional library systems

# Goals, objectives, activities, expected results

The following two goals begin as any strategic planning process would begin—by first determining, then attempting to meet, the community's needs. In the Commission's case the community is the state of Nebraska. Goal 1 reflects the mission of the Nebraska Library Commission and serves as the starting point for all its efforts. Goal 2 examines capacity building: What do Nebraska libraries and their supporters need in order to provide and sustain effective library services?

## **Goal 1:** All Nebraskans will benefit from life-long learning and cultural enrichment delivered through their library programs and services.

LSTA-funded activities undertaken to achieve this goal and its objectives will address the following IMLS priorities:

- **Priority 1:** Expand 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 in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills

- **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

- **Priority 6:** Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved

- **Priority 7:** Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks

### Objectives

**Objective 1.1**: In response to Nebraskans' interests and needs, libraries will establish and improve services for lifelong learning and cultural enrichment. (Priority 1)

**Objective 1.2:** NLC will create, provide, and improve online/digital resources. (Priority 1)

**Objective 1.3:** Libraries will support citizens' use of e-government. (Priorities 1, 7)

**Objective 1.4:** Libraries will support building Nebraskans' digital literacy and other 21st Century skills. (Priority 1)

**Objective 1.5**: NLC will produce and distribute audio and Braille materials to qualifying Nebraskans. (Priority 5)

**Objective 1.6:** NLC will support reading and literacy. (Priorities 5, 6)

## Activities

1. NLC will provide Nebraskans improved access to physical and digital resources. Current and proposed activities:
    a. Timely processing and delivery of requested materials through interlibrary loan service to Nebraskans
    b. Work by NLC with institutions to preserve and digitize their historic collections through projects such as *Nebraska Memories* (http://memories.ne.gov/)
    c. Statewide access to digital information resources through NebraskAccess (http://nebraskaccess.ne.gov/)
    d. Creation or downloading of digital documents via Nebraska State Publications Online, and a digital archive of Nebraska state agency publications
    e. Creation of digital documents from the NLC Archives
    f. Analysis by NLC of website search logs and activity logs each month
    g. Improvement of NLC's web-based Nebraska Library Directory based on usage analysis and customer input
    h. Creation of Nebraska FAQ and other web pages on the NLC NebraskAccess website
    i. Provision of OCLC catalog records to libraries for digital state documents

    <u>Expected results:</u>

    - Library sharing of their content world-wide while protecting fragile materials
    - Increase in the number of digital documents available from state agency publications
    - Increased appreciation of NLC agency history and the history of Nebraska libraries
    - Changes to site content, organization, and indexing of the NLC website to improve site usefulness to its audience
    - Direct and improved links to government resources via NLC web pages
    - Improved access and increased use of digital state documents to meet library customer needs

2. NLC will provide economy-of-scale purchasing and provision of services for Nebraska libraries. Current and proposed activities:
    a. Statewide information databases through the NebraskAccess program
    b. Provision of summer reading-related print and digital materials through statewide membership for all Nebraska public libraries to the Collaborative Summer Library Program
    c. Membership in United for Libraries: Association of Library Trustees, Advocates, Friends, and Foundations for all public libraries and for the six regional library system~~s~~ offices

d. Hosting of library websites, through the Nebraska Libraries on the Web project (http://libraries.ne.gov/projectblog/)
e. Availability of membership for libraries in the Nebraska OverDrive Libraries consortium
f. Negotiated discounts for purchases made through a variety of library-related vendors

Expected results:

- Reduced access rates for database subscriptions
- Increased use of online resources
- Ensured quality and greater likelihood of summer reading program for even the smallest libraries
- Reduced cost for products and services available from United for Libraries, and improved knowledge of the roles of library boards, Friends, and foundations
- Increased provision of digital e-books and audio books by libraries to meet customer demands
- Cost savings for libraries to acquire various library-related products and services
- User satisfaction with hosted library websites

3. NLC's Talking Book and Braille Service (TBBS) will provide free accessible books and magazines to borrowers who have reading disabilities. TBBS will supplement the Braille, cassette, digital cartridge, and Braille and Audio Reading Download (BARD) materials from the Library of Congress with locally-recorded books and magazines. TBBS will also collaborate with schools and other facilities in providing materials to their clients who have organic reading disabilities. Current and proposed activities:
   a. Expansion of the Nebraska digital collection
   b. Production and provision of access to time-sensitive and local interest materials.
   c. Enhancement of online resources for borrowers.
   d. Evaluation of options for replacing the soon-to-be obsolete LBPH magazine circulation software and adaption of new procedures for magazine circulation.
   e. Partnering with health care professionals and other service providers to promote the service to perspective applicants, to promote reading with other agencies and community organizations, to produce publications from other agencies, and to recruit volunteers

   Expected results:

   - Increased number of book titles in the Nebraska digital collection
   - Materials that offer enjoyment and ease of use for readers
   - Available materials that connect readers to local and state culture
   - Increased access to TBBS information and services by readers through their preferred style of communication
   - A more efficient use of time and resources in TBBS with the aid an active volunteer base
   - Increased number of new borrowers
   - Dissemination of materials and information from state and local agencies in accessible formats

- Sharing of information about TBBS services through state and local partners
- Referral of borrowers by local libraries to TBBS services

4. NLC will explore options and solutions to address Nebraska's unserved and underserved populations. Current and proposed activities:
    a. Identification and analysis of the needs of English Language Learner population groups such as Hispanic and Sudanese immigrants
    b. Undertaking statewide studies to determine the breadth of the issue and service strategies
    c. Working with libraries and other entities in areas with unserved populations

    Expected results:

    - Arrangements with existing libraries to meet these needs, potentially beyond their current service areas
    - Development and presentation of new service models to meet these needs as well as support materials and resources
    - Consultation with locales to help design responses
    - Reduction in the number of unserved and underserved Nebraskans

5. NLC will provide programming and perform research related to library services for children and young adults. Current and proposed activities include:
    a. Active involvement with the national Collaborative Summer Library Program (CSLP) and commitment to purchase adequate related materials for all Nebraska public libraries
    b. Administration of Youth Grants for Excellence
    c. Administration of One Book for Kids and Teens
    d. Book reviews by the Coordinator of Children's and Young Adult Library Services

    Expected results:

    - Increased adult, youth, and child participation in summer reading programs
    - Parental and youth satisfaction with summer reading programs
    - Change in knowledge, skills, abilities, or attitudes of youth participating in One Book for Kids and Teens programs
    - Change in knowledge, skills, abilities, or attitudes of youth impacted by Youth Grants for Excellence projects

6. NLC will facilitate training and delivery of information to citizens via library programming and services. Current and proposed activities:
    a. Partner with agencies to train citizens in digital literacy and other 21st Century skills
    b. Promote access to e-government services
    c. Work with the Broadband Technology Opportunity Program (BTOP) to ensure that libraries make the best use of the equipment, software, Internet connectivity, and partner training involved in that project
    d. Administer Library Improvement Grants to enable libraries to grow and develop their programs and services

Expected results:

- Increased level of comfort with library-related technology among library staff
- Improved access to and increased use of government services which increasingly are available only electronically
- Ongoing updating of the skills of library staff to ensure quality local library service
- Improved local library services in library outlets by means of up-to-date equipment, software, and partner training and involvement
- Willingness on the part of more libraries to try new ideas, encouraging this through the provision of Library Improvement Grants
- Change in knowledge, skills, abilities, or attitudes of individuals participating in digital literacy and other 21st Century skills training and consultation
- Change in knowledge, skills, abilities, or attitudes of individuals impacted by Library Improvement Grant projects

7. NLC will provide statewide reference services, and reading enrichment and cultural literacy services for Nebraskans. Current and proposed activities:
    a. Back-up reference for libraries statewide
    b. Reference services to state government agencies and employees
    c. Maintenance of a growing number of book club kits for check out to book discussion groups statewide

    Expected results:

    - Improved ability to provide effective reference by local library personnel
    - Increased size of the book club kit collection
    - Increased circulation of the book club kit collection
    - Increased number of libraries using the book club kit collection

8. The Nebraska Library Commission will support and promote the Nebraska Center for the Book (NCB) (affiliate of the Library of Congress Center for the Book). Current and proposed activities:
    a. Hosting and maintenance of the NCB, Nebraska Book Festival, and One Book One Nebraska websites
    b. Letters About Literature
    c. One Book One Nebraska
    d. Nebraska Book Festival
    e. Celebration of Nebraska Books

    Expected results:

    - Change in knowledge or attitudes of individuals participating in One Book One Nebraska programs
    - Change in knowledge or attitudes of individuals participating in Nebraska Book Festival programming

- Increased participation in NCB programs
- Satisfaction with NCB websites

## **Goal 2**: Library staff and supporters will have the tools and skills to provide and sustain needed programs and services to their target audiences.

LSTA-funded activities undertaken to achieve this goal and its objectives will address the following IMLS priorities:

- **IMLS 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

- **IMLS priority 3(b):** enhance efforts to recruit future professionals to the field of library and information services

- **IMLS priority 4:** Develop public and private partnerships with other agencies and community-based organizations

### Objectives

**Objective 2.1:** In response to specific needs, NLC will provide consulting. Priority 3(a)

**Objective 2.2:** NLC will develop and improve training and continuing education. Priority 3(a)

**Objective 2.3:** NLC will administer services and processes to support library sustainability. Priorities 3(a), 4

**Objective 2.4:** NLC will support and enhance formal education of future Nebraska librarians. Priority 3(b)

**Objective 2.5:** NLC will maintain computer hardware, software, infrastructure, and support for staff that allows them to effectively and efficiently meet agency goals and objectives

### Activities

**1.** NLC staff will conduct research for the libraries that request data to support their services, programs and funding. Current and proposed activities:

a. Collection and compilation of annual library statistics
b. Collection of reports from local libraries for statistical data that will help with local planning, advocacy, and other efforts.

<u>Expected results:</u>

- Increased confidence by local library directors and library boards to make decisions are based on accurate and appropriate data
- Production of customized data sets for local libraries

**2.** NLC will facilitate establishment of guidelines for public library service. Current and proposed activities:

a. Revision of the *Public Library Accreditation Guidelines*
b. Consultation with library directors and library boards

Expected results:

- Improved local library services
- Increased use of local planning as a basis for determining and delivering community-specific library services
- Provision of library services designed for specific community needs

**3.** Through online activities and face-to-face workshops, NLC will train library staff on current and emerging technologies to assist with patron information needs. Current and proposed activities:

a. Continuation and enhancement of *NCompass Live*, NLC's weekly online program of timely topics for libraries (http://nlc.nebraska.gov/ncompasslive/)
b. Providing ebook/ereader and other technology device training
c. Providing *Nebraska Learns 2.0*, an online self-discovery program which introduces emerging technologies to the library community (http://nlcblogs.nebraska.gov/nelearns)
d. Providing website design and social networking training

Expected results:

- Increased knowledge of new and emerging technologies by library staff
- Regular updating of information to the library community
- Sharing innovations for improving library services

**4.** NLC will create and maintain a database of support materials used during training sessions, for later consultation by the library community. Current and proposed activities:

a. Determine the best method to present such information
b. Collection of materials from presenters to include in the database

Expected results:

- Organized method for compiling and offering these materials
- Regular consultation of these materials by training attendees
- Referrals to these materials by training participants

**5.** NLC will create and maintain a database of presenters related to library programming for children and young adults. Current and proposed activities:

a. Cooperative planning with regional library system administrators
b. Establishing methods for listing Nebraska librarians' reviews of children and young adult program presenters
c. Regular updating of database information

Expected results:

- Improved and timely access to this information
- Improved organization and planning of programs for these target groups, especially related to summer reading programs
- Nebraska librarians' reviews of presenters
- Better quality of children and young adult programs

**6.** NLC will facilitate libraries' ability to install and sustain effective broadband Internet connectivity for customers. Current and proposed activities:

a. Continuation of E-rate training and consultation by NLC
b. Research on changes at the state and federal levels that effect Internet access for libraries
c. Provision of updated, pertinent information to public libraries on changes affecting Internet access

Expected results:

- Successful continuation of E-rate funding for participating libraries
- Improved access to the Internet for library customers

**7.** NLC will support the open source-based Pioneer Consortium and other library automation activities. Current and proposed activities:

a. Continual evaluation of the most effective means for encouraging cooperative resource sharing for Nebraska libraries
b. Provision of a means for libraries to initiate or support current information library systems that are affordable, scalable and customizable

Expected results:

- Growth in the number of cooperative resource sharing activities among Nebraska libraries
- Local implementation and maintenance of information library systems that are responsive to local needs

**8.** NLC will recruit future Nebraska professionals to the field of library and information services. Current and proposed activities:

a. Investigation and examination of library labor and employment trends and other data related to the market for hiring graduates
b. Investigation of potential sources for aid to students and to libraries that hire interns
c. Determination of future recruitment efforts by NLC and by potential partners

Expected results:

- Initiation or continuation of a program that reflects needs in Nebraska's library communities

- Continuation of support to ensure balance between education provision and hiring needs

**9.** NLC will provide continuing education opportunities for library staff and board members. Current and proposed activities:

a. Monthly listing of free webinars
b. Redesign of the Basic Skills classes for non-MLS librarian training
c. Providing continuing education of library staff and board members
d. Support and continuation of the library accreditation program

Expected results:

- Improved ability of library boards to govern and advise
- Change in knowledge, skills, and abilities of library staff and board members participating in NLC's continuing education efforts
- Increased confidence by library staff to provide quality library services
- Sustaining the quality of Nebraska's public libraries

**10.** NLC will provide consultation services to library directors, staff, and board members, library supporters, and local and state decision makers who need assistance to provide successful library services. Current and proposed activities:

a. Consultation on topics such as children and young adult library services, reference, technology-related services, digital literacy and other 21st Century skill training, powers and relationships of library boards and elected officials; strategic and long-range planning; collection management; and library laws

Expected results:

- Improved quality of local library services
- Library community satisfaction with consultation service delivery

**11.** NLC will initiate and sustain partnerships with other entities to promote and provide improved library services. Current and proposed partnerships:

a. Community Development Block Grants and U.S. Department of Agriculture (Nebraska office) for grants for library buildings
b. Nebraska Community Foundation for grants to local libraries
c. League of Nebraska Municipalities and Nebraska Association of County Officials
d. University of Nebraska at Omaha municipal clerks' school
e. Nebraska Association of School Boards for Open Meetings Law training
f. Pioneer Consortium
g. Regional library systems
h. Library professional associations at state, regional and national levels
i. Library science education departments of Nebraska's post-secondary schools

Expected results:

- Increased funding for local library projects and services
- Improved coordination of services with other supportive entities
- Increased understanding of relationships helpful to successful library services
- Improved education and training of librarians and library supporters

# Implementation

The following sections summarize evaluation procedures, stakeholder involvement, communication, monitoring, and competencies for implementation and administration of this LSTA Plan.

## Evaluation plan

The following means will be used to evaluate the goals, activities, and expected results of the LSTA Plan:

- Develop strategic action plans for each activity, including outputs, outcomes and timelines.
- Require reports that utilize outcome based evaluation.
- Develop standardized reporting documents and data collection mechanisms to ensure timely, accurate and ongoing collection of outcome based evaluation components.
- Adhere to FFATA guidance for the IMLS Grants to State program regarding reporting subawards and executive compensation (2 CFR 170)
- Submit a five-year evaluation report to IMLS detailing accomplishments and lessons learned during 2013-2017.

The Library Commission will engage various constituencies in evaluation. These include, but are not limited to:

- Nebraska library staff, supporters, and users
- State Advisory Council on Libraries
- Nebraska Library Commissioners
- Regional Library Systems (http://nlc.nebraska.gov/systems/)
- Post-secondary library education representatives
- Nebraska Library Association (NLA) (http://nebraskalibraries.org/)
- Nebraska School Librarians Association (NSLA) (http://www.schoollibrariesrock.org/)
- Talking Book and Braille Service (TBBS) Advisory Committee (http://nlc.nebraska.gov/TBBS/advisorycommittee.aspx)
- Youth Advisory Board
- Nebraska Information Technology Commission (http://nitc.ne.gov/)
- Nebraska citizens

## Stakeholder involvement

NLC is committed to eliciting input in the development, implementation, and evaluation of this Plan.

In developing the Plan, NLC gathered input from members of the State Advisory Council on Libraries, Commissioners, Nebraska library staff and supporters, and agency staff.

NLC may solicit participation in the implementation and evaluation of the Plan from the following bodies, organizations, and audiences:

**1. State Advisory Council on Libraries** (http://nlc.nebraska.gov/stadv/)

The State Advisory Council on Libraries is broadly representative of public, school, academic, special and institutional libraries in the State and of persons using such libraries, including disadvantaged persons, and geographic areas of the state. Membership includes eighteen members appointed at-large by the Nebraska Library Commission. In addition, there are ex-officio members from the Nebraska Library Association and the Nebraska School Librarians Association.

The State Advisory Council on Libraries is utilized for:

- Advice and planning on matters on which the Commission may seek counsel;
- Review and evaluation of interlibrary cooperative and resource sharing plans and programs; and
- Development, review and evaluation of the Library Services and Technology Act (LSTA) Plan.

**2. Nebraska Library Commissioners** (http://nlc.nebraska.gov/commissioners/)

The Commission's six members are appointed by the Governor to three-year terms with members serving no more than two consecutive terms. Members generally are appointed from the geographic areas represented in six regional areas of the state. Commission roles and responsibilities relating to the LSTA Plan include:

- Approval of LSTA Plan and revisions;
- Appointment of members to the Nebraska State Advisory Council on Libraries;
- Serving as the decision body for appeals of LSTA sub-grant awards.

**3. Other Partners**

The Library Commission involves other library organizations and constituencies in ongoing planning and evaluation. See the Plan Evaluation section above for the list of partners.

The Nebraska Library Commission will work with other State agencies and offices to coordinate resources, programs, and activities, and to leverage—but not replace—the Federal and State investment in elementary and secondary education; early childhood education; workforce development; and other federal programs and activities that relate to library services. 20 U.S.C. § 9134(b)(6)

## Communication and public availability

The Five-Year State Plan will be published for dissemination to the library community and citizens via the NLC website (http://nlc.nebraska.gov/). Print copies of the Plan will be made available upon request. Summaries and pertinent information from the LSTA Plan will be distributed to the library community, the Commissioners, the State Advisory Council on Libraries, and other NLC partners and library-related organizations. Results, products, processes, and benefits of implementation of the Plan

will be shared with advisors, stakeholders, the library community, and the public via electronic and print reports—made available on the agency website and highlighted and announced via news releases, email blasts, and NLC blog and social media posts—as well as conference session presentations and webinars.

Within the requirements of the LSTA and Code of Federal Regulations cost principles, the Nebraska Library Commission will promote LSTA supported projects. The Commission will plan and provide communication training for grantees involved in LSTA supported programs and projects.

Any substantive revisions or amendments to the Five-Year State Plan will be submitted to IMLS according to the provisions of LSTA. These revisions or amendments will be disseminated to appropriate stakeholders.

### Monitoring

The NLC Director will be responsible for the overall implementation and performance of the Plan, communication with IMLS, review and assessment of results, revisions of the Plan as warranted, and submission of annual reports and substantive revisions. The Director will assign staff responsibility for the composition of an outcomes based evaluation logic model and continuous and evaluation of the Plan.

## Certifications and Assurances

### Program Assurances for 2013 Grant Award

### Certifications Regarding: Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying

### Assurances of Non-Construction Programs

### Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries