LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA)
FIVE-YEAR PLAN FOR 2018 - 2022

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BY

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Introduction

The following Library Services and Technology Act (LSTA) Five-Year Plan for 2018 – 2022 reflects the entire scope of State Library of Iowa’s efforts to fulfill its mission to empower libraries and inspire Iowans by providing convenient access to information resources and delivering exceptional library services. This means that the plan reflects projects and activities that will be undertaken using funding from multiple sources including local, state, private/charitable giving, other foundation and grant sources, and the Institute of Museum and Library Services (IMLS) Grants to States program.

The plan is presented as a unified document to ensure a high level of efficiency and the seamless integration of the library resources and services that are offered to the public. Iowans want high quality services that help them succeed in their professional and personal lives. They care little about the source of funding for the services that they need.

That said, it is recognized that IMLS Grants to States funding cannot be used for certain purposes such as facilities funding. State aid is provided for some projects included here. This plan integrates projects and activities that will be undertaken using funds from multiple sources to demonstrate the relationships between and among services and to highlight the importance of the partnerships and dependence that exists among the funding sources. Services supported only with IMLS funds will be reported in the IMLS State Program Reports system as appropriate.

State Library Vision

Iowans will become proficient information consumers in a democratic society and enjoy exceptional library service.

State Library Mission

The State Library of Iowa strengthens Iowa libraries and information access for Iowans.
NEEDS ASSESSMENT

State demographic trends (see Appendix B) and library landscape trends were analyzed to describe the identified needs in Iowa.

STATE DEMOGRAPHIC LANDSCAPE

Iowa is the 30th most populous state in the nation and the 26th largest by size, with a significant rural population of nearly 40 percent. Some facts about the state as compared to the nation as a whole can be found in the following table:

**Table 1: Characteristics of the Population — Iowa’s Urban/Rural Areas and United States**

<table>
<thead>
<tr>
<th>CHARACTERISTICS</th>
<th>IOWA</th>
<th>U.S.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3,123,899</td>
<td>321,418,820</td>
</tr>
<tr>
<td>Percent of Population</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Race &amp; Ethnicity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>90.5%</td>
<td>77.1%</td>
</tr>
<tr>
<td>Black or African-American</td>
<td>3.4%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Asian</td>
<td>2.2%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Other</td>
<td>3.9%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Hispanic (any race)</td>
<td>5.6%</td>
<td>17.6%</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Median Age (years)</td>
<td>38.1</td>
<td>37.8</td>
</tr>
<tr>
<td>Under 5</td>
<td>6.2%</td>
<td>6.2%</td>
</tr>
<tr>
<td>Under 18</td>
<td>17.1%</td>
<td>22.9%</td>
</tr>
<tr>
<td>65 and Over</td>
<td>16.0%</td>
<td>14.9%</td>
</tr>
<tr>
<td><strong>Educational Attainment &amp; Enrollment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School Graduate or Higher</td>
<td>91.7%</td>
<td>87.1%</td>
</tr>
<tr>
<td>Bachelor’s Degree or Higher</td>
<td>26.8%</td>
<td>30.6%</td>
</tr>
<tr>
<td>Adults Enrolled in College/Graduate School</td>
<td>10.5%</td>
<td>8.7%</td>
</tr>
<tr>
<td><strong>Language Spoken at Home</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other than English</td>
<td>7.7%</td>
<td>21.5%</td>
</tr>
<tr>
<td>Speaks English less than “very well”</td>
<td>4.0%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Speaks Spanish</td>
<td>3.3%</td>
<td>13.3%</td>
</tr>
<tr>
<td><strong>Social &amp; Economic</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Persons with a Disability</td>
<td>11.9%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$54,736</td>
<td>$51,705</td>
</tr>
<tr>
<td>-------------------------</td>
<td>---------</td>
<td>---------</td>
</tr>
<tr>
<td>Persons Below Poverty Level</td>
<td>12.2%</td>
<td>14.4%</td>
</tr>
<tr>
<td>Under 18 in Poverty</td>
<td>14.8%</td>
<td>17.4%</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>4.2%</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Source: American Community Survey 2015 Estimates

Iowa’s population is more homogenous than the United States as a whole; 90.5 percent of its residents are White, compared to 77.1 percent nationally. Only 5.6 percent of its residents are of Hispanic or Latino origin, while in the United States as a whole, 17.6 percent of residents have Hispanic or Latino ancestry.

Iowans are older than Americans as a whole; 16.0 percent are over 65 years old, compared to 14.9 percent nationally. In the state, a significantly smaller proportion of residents (17.1 percent) are under 18 years old, compared to 22.9 percent of residents nationally.

State and national level literacy statistics are very dated. The last National Assessment of Adult Literacy (NAAL) that provided reliable state-level data was conducted in 2003. However, a 2013 study conducted by the U.S. Department of Education concluded that 14 percent of the U.S. population cannot read. The study went on to report that 21 percent of adults in the U.S. read below a 5th grade level, and 19 percent of high school graduates can’t read. Percentages of minority populations reading below a basic level are considerably higher. The 2013 study reported that 41 percent of the Hispanic population and 24 percent of the African-American population have reading skills that fall below the 5th grade level. Given Iowa’s small minority population, the minority statistics could perhaps have less of an impact than in more diverse states; however, strengthening literacy rates can only benefit Iowans in general.

Recent reliable data on the number of individuals in the population with disabilities is also rather scarce. However, the U.S. Census Bureau provides some statistics through its American Community Survey (ACS). For 2015, the ACS estimates that 11.9 percent of Iowa’s non-institutionalized population had some sort of a disability.

Iowa fares better than the U.S. as a whole in terms of employment. The ACS reported an unemployment rate of 4.2 percent for Iowa in 2015, compared to a national rate of 6.2 percent.

1 2015 estimates from the American Community Survey from the U.S. Census Bureau
https://www.census.gov/programs-surveys/acs/
Appendix B presents a series of demographic slides that describe population projections and trends.

**Library Landscape**

Iowa has one of the highest numbers of public libraries per capita in the nation. In spite of its moderately-sized population (estimated at 3,134,693 as of July 1, 2016\(^2\)), 544 public libraries were recognized by the State Library of Iowa as officially-established entities. This large number of libraries affords the population a high level of physical access to library services, but brings with it some real issues regarding quality of services.

Although Iowa has a good number of well-supported libraries that provide high-quality, 21\(^{st}\) century library services, a majority of Iowa’s libraries operate with very limited resources due to the fact that their support is derived from population bases that are extremely small. Of the 517 public libraries submitting data to the State Library in 2016, 129 (24.9 percent) served populations of less than 500. An additional 125 libraries (24.2 percent) served populations of 500 – 999 and 133 libraries (25.7 percent) served populations between 1,000 and 2,499. This means that three-quarters (74.9 percent) of the libraries reporting served populations of fewer than 2,500 people. Furthermore, it is known that almost all of the libraries not reporting serve small populations making the percentage serving fewer than 2,500 people even larger. Together, these very small libraries serve a little over ten percent (the 517 libraries reporting served approximately 10.8 percent) of the state’s population.

In general, libraries in urban and suburban areas receive higher levels of per capita support while libraries in rural areas operate on shoestring budgets. It is anticipated that the degree of this disparity will continue to grow because Iowa’s urban and suburban populations are growing while Iowa’s rural populations are declining. Iowa’s population has grown by more than 87,824 since 2010, according to the U.S. Census Bureau’s 2016 annual estimates. However of Iowa’s 99 counties, 73 have lost population during this time period. All of the counties that have experienced population increase are either in, or adjacent to, a Metropolitan Statistical Area.

Taken as a whole, the Iowa’s public libraries perform reasonably well in comparison to other states. According to national statistics for 2014\(^3\), Iowa libraries ranked 9\(^{th}\) among the states in visits per capita (5.84 visits per capita) and 12\(^{th}\) in circulation per capita (9.01 circulations per capita). These figures are, at least in part, due to the fact that the large number of physical public library facilities means that a majority of Iowans live within 10 miles of a public library. However, the positive circulation and visit statistics mask some stark realities. Iowa’s

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\(^2\) United States Census Bureau. Iowa Quick Facts https://www.census.gov/quickfacts/table/PST045215/19  
considerably lower 2014 ranking of 22nd on library income per capita ($39.38) results in part from small, poorly-funded rural libraries pulling down the average comprised of generally higher average incomes for urban and suburban libraries in addition to the rural sites.

In 2014, Iowa ranked 13th in the number of full-time equivalent (FTE) library staff members and librarians per 25,000 population (14.39 FTE per 25,000 population, well above the national average of 11.29). It is to the credit of staff of the Iowa libraries that service measures such as circulation transactions per capita and interlibrary loans received per 1,000 population were 16th and 19th respectively.

The state’s libraries are frequently used, with library visits per capita ranked 14th in the nation in 2014 (at 5.92 visits; the national average was 4.64 visits). Despite having a smaller than average population, the state ranked 8th at 0.67 for registered users per capita.

Iowa’s public libraries present many significant challenges. Although they are located close to the people, many of the small, rural libraries in the state offer very limited hours. Library collections are often outdated. Most libraries have standalone automation systems and some have no automation system at all. The availability and speed of public access Internet service varies widely. Low pay scales lead to frequent staff turnover and many libraries are managed by individuals with little or no formal library training.

Significant needs arise from these conditions. First and foremost, a majority of Iowa’s public libraries lack the institutional capacity to offer high-quality services. Second, and highly related to the first need, is access to information. Without state intervention and IMLS funds in support of the LSTA program, a majority of Iowa’s libraries would be hard pressed to participate in resource sharing to any reasonable extent. In addition, access to online resources and the infrastructure and tools needed to access online resources would be very limited for a sizable number of Iowans. Underlying these challenges is the ongoing need for continuing education. Due to the low pay and high turnover of Iowa’s public library directors in smaller, rural communities, IMLS funds support training on basic library job skills. Additionally, state library staff use IMLS funds to keep library directors and staff informed of trends through continuing education opportunities.

In summary, Iowa’s issues and challenges include:

- Serving a rapidly growing senior population.
- Serving a smaller population of youth.
- Serving individuals in smaller, rural communities.
- Serving individuals with disabling conditions.
- Serving the needs of the under-employed/unemployed.
- Reconciling the popularity of the libraries with the average to below-average income per capita.
- Meeting challenges related to meager local support for public and school libraries.
**Goals**

**Goal 1: Information Access** – All Iowans have access to quality information resources and have the assistance needed to select and use the information to succeed personally, professionally, and academically.

**Goal 2: Institutional Capacity** – All Iowans are served by excellent local libraries that are technologically advanced and that employ knowledgeable and community focused staff who incorporate the best professional practices to deliver high quality library services.

**Goal 3: Lifelong Learning** – All Iowans learn to be productive 21st century citizens.

**Goals, Objectives, Projects, Activities**

**Goal 1: Information Access**

All Iowans have access to quality information resources and have the assistance needed to select and use the information to succeed personally, professionally, and academically.

**Goal 1 Objective 1**: To improve the ability of Iowans to discover information resources.

(IMLS Measuring Success Information Access Intent 1)

**Goal 1 Objective 1 Projects**:

1.1.1 Project 1: Provide resource tools that allow Iowans to find and access materials.

**Outputs**: Number of bibliographic records in State Library catalog; number of bibliographic records and holdings in Iowa Locator, number of libraries with holdings in The Locator, number of searches in Worldcat, and State Library catalog.

**Outcomes**: Iowans will find and access library materials from the State Library and other libraries in Iowa, and national bibliographic databases.

**Measures**: Surveys of State Library card holders, Iowa libraries, and library users to gauge satisfaction with services with a goal of at least 60 percent satisfaction.

- Activity 1 – Provide and maintain an online catalog of State Library holdings.
- Activity 2 – Provide and maintain the Iowa Locator.
- Activity 3 – Provide access to nationwide library holdings (i.e. OCLC).

1.1.2 Project 2: Create a digital library center at the State Library (mostly State funded)

**Outputs**: Number of items and searches in Iowa Heritage Digital Collection (IHDC) and Iowa Publications Online (IPO), IPO and IHDC will see a 10 percent increase per year in items added; at least one new partnership will be explored within the life
of this plan.

**Outcomes:** Make Iowans’ lives easier.

**Measures:** Survey tool added to programs to gauge satisfaction.

- Activity 1 - Review staffing needs for a digital library center and implement staffing changes.
- Activity 2 - Review technology options for a digital library center and implement technology changes.
- Activity 3 - Expand and publicize IHDC.
- Activity 4 - Expand and publicize IPO.
- Activity 5 - Explore other associations for partnerships in digitization.

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**Goal 1 Objective 2:** To improve the ability of Iowans to obtain and use information resources that enhance their lives.

(IMLS Measuring Success Information Access Intent 2)

**Goal 1 Objective 2 Projects:**

1.2.1 **Project 1:** Provide a variety of e-resources that patrons can access through their home library.

**Outputs:** Number of e-resources provided, number of trainings conducted, number of uses (from online statistics).

**Outcomes:** Iowa library patrons will be productive and successful.

**Measures:** End-user survey, survey of libraries using the service.

- Activity 1 - Identify and acquire resources/online utilities.
- Activity 2 - Develop and provide e-resource training.
- Activity 3 - Conduct an e-resources analysis and evaluation.

1.2.2 **Project 2:** Provide State Library services to state employees and the public (mostly State funded).

**Outputs:** Number of reference transactions by type, number of State Library card holders, number of uses of State Library resources.

**Measures:** Survey of State Library card holders, follow-up survey of people using State Library reference services.

- Activity 1 - Evaluate physical service outlets to determine best fit.
- Activity 2 - Provide reference service to the public via email, phone, and chat.
- Activity 3 - Evaluate and implement any changes to library services for state employees.
- Activity 4 - Identify and acquire resources/online utilities.
1.2.3 Project 3: Collect and present access to statistical data on Iowa’s libraries, population, and economy.

**Outputs**: Number of population profiles produced, number of responses to Public Library Annual Survey, number of hits to State Library Data Center website and online tools, data about Iowa public libraries.

**Outcomes**: Iowans will have access to statistical data about Iowa’s libraries, population, and economy; library staff become better advocates; users become better grant-writers; users will become productive and successful; libraries save time and money by using statistical data.

**Measures**: Feedback survey for State Data Center users; Public Library Annual Survey, anecdotal information gathered related to benefit of Open Access and ILL services, website usage.

- Activity 1 - Produce and publicize statistical data from the State Data Center related to population, including population trends and population profiles.
- Activity 2 - Develop and collect statistical information about Iowa libraries through the Public Library Annual Survey.
- Activity 3 - Collect and publicize Open Access/ILL reimbursement data.
- Activity 4 - Provide information on internet service providers (Connected Nation).

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**GOAL 2: INSTITUTIONAL CAPACITY**

All Iowans are served by excellent local libraries that are technologically advanced and that employ knowledgeable and community focused staff who incorporate the best professional practices to deliver high quality library services.

**GOAL 2 OBJECTIVE 1**: To improve the knowledge of library staff and boards so that Iowa libraries provide excellent services to their communities.

(IMLS Measuring Success Institutional Capacity Intent 1)

**Goal 2 Objective 1 Projects:**

2.1.1 Project 1: Provide continuing education for library staff and trustees that highlight best practices and improve library governance, management, and service delivery.

**Outputs**: Collect data on number of classes, participants, instructors, topics, and completion rate; correlate with library size and type.

**Outcomes**: Participants increase their confidence in principles of library and information science.

**Measures**: All classes are evaluated using the learning objectives with a matching survey question. Measure adoption rate of lessons and have librarians and trustees self-report on use of knowledge and confidence level using surveys.
• Activity 1 - Conduct a comprehensive continuing education needs assessment to identify continuing education topics for staff and trustees that will improve library service to Iowans of all ages.

• Activity 2 - Provide a Kids First Conference for youth services staff.

• Activity 3 - Develop annual continuing education plans.

• Activity 4 - Deliver continuing education in a variety of formats, including face-to-face meetings, webinars, conferences, self-paced courses and tutorials.

• Activity 5 - Develop partnerships to provide continuing education.

• Activity 6 - Develop a Director Institute.

• Activity 7 - Develop a Trustee Institute.

• Activity 8 - Provide an online conference.

• Activity 9 - Provide technology for continuing education delivery.

• Activity 10 - Provide opportunities for State Library staff to participate in continuing education.

• Activity 11 - Develop tools to assess the effectiveness of the continuing education program.

• Activity 12 - Develop a mentoring program for library directors.

• Activity 13 - Provide PLM and PLS classes multiple times annually for directors and staff to meet Certification requirements.

• Activity 14 - Develop methods to measure the impact of PLM and PLS classes on library service to Iowans.

• Activity 15 - Develop a certification program for Iowa library trustees.

• Activity 16 - Provide training on obtaining and using outcome-based evaluations to libraries: Project Outcome Regional Training workshop.

• Activity 17 - Provide certification programs for library directors and staff.

2.1.2 Project 2: Administer an accreditation program that encourages excellent library service to Iowans, as defined by *In Service to Iowa: Public Library Standards*.  
**Outputs:** Number of libraries at each tier level; changes in tier levels of libraries over time, correlation of libraries by size.  
**Outcomes:** Library service to Iowans is improved.  
**Measures:** Measure the impact of Enrich Iowa funds on library service using the legislative report. Collect stories on how the library made a difference in the lives of patrons.

• Activity 1 - Provide training that defines the standards and explains how they support improved library service.

• Activity 2 - Provide funding to libraries related to accreditation tier levels.

• Activity 3 - Review and revise allotments and formulas for the Enrich Iowa programs.
• Activity 4 - Revise the standards every five years to ensure relevance.

**Goal 2 Objective 2:** To improve the physical and technological infrastructure of Iowa libraries.

(IMS Measuring Success Institutional Capacity Intent 2)

Goal 2 Objective 2 Projects:

**2.2.1 Project 1: Increase library broadband for improved Internet access in libraries for Iowans.**

**Outputs:** Collect bandwidth speed before and after receiving E-rate funding.

**Outcomes:** Iowans use library internet to complete education, jumpstart employment and entrepreneurship, for individual empowerment, and to increase community engagement.

**Measures:** Survey patron use and perception of library Internet access.

• Activity 1 - Implement effective strategies to encourage Iowa public libraries to participate in E-rate opportunities to increase broadband capacity within Iowa public libraries.

• Activity 2 - Implement a service of consulting and technical support on internet connectivity and the E-rate program to increase awareness of, and participation by, Iowa public libraries.

• Activity 3 - Implement an education program for Iowa library staff to increase awareness of, and participation in, the E-rate program by Iowa public libraries.

**2.2.2 Project 2: Provide website hosting and support for Iowa libraries to ensure a relevant online presence.**

**Outputs:** Usability of library websites, feedback from libraries on changes to the website hosting program, number of libraries with a website.

**Outcomes:** The information found on library websites help Iowans find the information they need.

**Measures:** Collect feedback using a survey or targeted interviews. Measure the impact of changes on the resulting websites.

• Activity 1 - Provide website framework for libraries

• Activity 2 - Review and determine next steps for PLOW program.

• Activity 3 - Investigate and, if feasible, determine and institute a fee framework.

• Activity 4 - Determine direction and focus of future updates to software.
2.2.3 Project 3: Provide access to national tools that increase Iowa librarian and citizen support for increased investment in library technology.

**Outputs:** Collect data on how many and which libraries participate in the program, and level of perceived success. Collect data on funding levels, number and type of technology added as a result of participating.

**Outcomes:** City governments are more aware of the technological needs of the library and respond with additional funding. Users benefit from newer and better technology in the library.

**Measures:** Use library focus groups, surveys, self-reporting, pre- and post-use.

- Activity 1 - Investigate and determine applicability and parameters of providing access for Iowa libraries to participate in a program like Edge.
- Activity 2 - Promote and train libraries on benefits of the program.
- Activity 3 - Track library usage and follow-up with non-participants.
- Activity 4 - Investigate possible incentive for use of the program.

2.2.4 Project 4: Create an incentive program for libraries to focus on these priorities: technology, community partnerships, evaluation and performance measures, and literacy.

The incentive program will encourage innovation in library collections, services, and programs that improve the lives of Iowans.

**Evaluation method/metric**

Build evaluations into the incentive projects. Libraries collect feedback from their users or participants; State Library collects feedback and evaluations from the participating libraries. Use Participatory feedback, surveys, and focus groups. Each incentive program will determine what kind of feedback method to use.

- Activity 1 - Design and create an incentive program.
- Activity 2 - Implement and promote the incentive program.
- Activity 3 - Select projects to develop into pilot projects.
- Activity 4 - Investigate incentives for technology that encourage collaboration between multiple libraries.
- Activity 5 - Investigate sub-grants for support, training, and materials/collection development for STEM/STEAM initiatives.
- Activity 6 - Evaluate the incentive program.
- Activity 7 - Investigate sub-grants for library hotspots.
- Activity 8 - Investigate opportunities for support for community partnerships that foster family literacy.

2.2.5 Project 5: Provide Space Utilization grants for libraries to evaluate their existing space so that Iowans have accessible, welcoming, and functional buildings.
Outputs: Number of libraries using the grants, amount of money spent (IMLS and locally).
Outcomes: Usability of space is improved in libraries.
Measures: Use data from the sub-grant evaluations to measure the effectiveness of the consultant and the IMLS funds.

- Activity 1 - Leverage current dollars for broad distribution of funds.
- Activity 2 - Develop a plan to request additional funds from the Iowa Legislature.
- Activity 3 - Provide current information and application on State Library website.

Goal 2 Objective 3: To Improve the processes and procedures in Iowa libraries.

(IMLS Measuring Success Institutional Capacity Intent 3)

Goal 2 Objective 3 Projects:

2.3.1 Project 1: Provide professional consulting one-to-one or in groups for library staff and trustees to ensure proper governance and management of Iowa libraries (mostly State funded).
Outputs: Number of consulting contacts, number of libraries contacted, consulting topics, number of meetings with boards, number of meetings with librarian groups.
Outcomes: Effective governance and management.
Measures: Collect feedback from library staff; use a small feedback survey after a consulting contact.

- Activity 1 - Provide orientation and mentoring to new library directors.
- Activity 2 - Update and provide online version of Library Director Manual.
- Activity 3 - Provide strategic planning facilitation for libraries.
- Activity 4 - Present on library topics at library county meetings or staff development days.
- Activity 5 - Present on library topics at board meetings.
- Activity 6 - Advise on best practices in libraries.

2.3.2 Project 2: Facilitate cooperative purchasing to maximize library budgets.
Outputs: Number of libraries using cooperative purchasing, amount of money was saved, number of vendors participating.
Outcomes: Libraries save money.
Measures: Survey libraries about participation and use of cooperative purchasing.

- Activity 1 - Review and revise current opportunities for discounts.
- Activity 2 - Solicit and discuss possible future discounts for Iowa libraries.
- Activity 3 - Collaborate with academic libraries to provide a package of databases that is relevant for all Iowans.
- Activity 4 - Investigate providing a genealogy database to libraries.

### 2.3.3 Project 3: Provide a statewide delivery system
**Outputs:** Needs assessment completed; environmental scan completed and analyzed, funding obtained, service developed and provided.
**Outcomes:** Libraries report higher satisfaction rate of interlibrary loan services.
**Measures:** Complete analysis on needs assessment and environmental scan, funding, RFP. Collect data on number of uses, delivery time, cost, and cost savings.

- Activity 1 - Perform comprehensive needs assessment.
- Activity 2 - Perform an environmental scan of available courier options.
- Activity 3 - Investigate funding options.
- Activity 4 - Assess courier options through RFI or RFP.
- Activity 5 - Select a courier service.
- Activity 6 - Develop processes for contracting, using, and evaluating.
- Activity 7 - Provide delivery system training to libraries.

### 2.3.4 Project 4: Administer an interlibrary loan program to provide libraries with a cost-effective framework for finding, requesting and borrowing items from other Iowa libraries.
**Outputs:** Number of updates, type of updates.
**Outcomes:** Libraries report higher satisfaction rate of interlibrary loan services.
**Measures:** Collect data on updates.

- Activity 1 - Provide the connectors and technology necessary to allow seamless requests.
- Activity 2 - Provide an efficient method for requesting multiple copies.
- Activity 3 - Determine necessary technology upgrades to maintain an efficient system.

### 2.3.5 Project 5: Provide a platform for library staff to communicate with one another and with State Library staff.
**Outputs:** Number of uses, number of participants, number of tools.
**Outcomes:** Communication is improved.
**Measures:** Collect data on usage, collect feedback from library staff users.

- Activity 1 - Investigate and develop a process for libraries to review programs and services provided by the State Library.
- Activity 2 - Provide LibraryTalk to encourage communication among librarians.
• Activity 3 - Investigate the continuation of Library Commons.
• Activity 3 - Provide library staff with email service by maintaining the server with updated technology.
• Activity 4 - Maintain the infrastructure and software required to provide a variety of mailing lists.
• Activity 5 - Manage the domains of our Iowa library customers.
• Activity 6 - Facilitate Director Roundtables.

**Goal 2 Objective 4:** Strengthen library governance to improve library operations by understanding the various roles involved in running a public library in Iowa.

(IMLS Measuring Success Institutional Capacity Intent 3)

**Goal 2 Objective 4 Projects:**

2.4.1 Project 1: Develop a training program for library staff and trustees to ensure effective library governance (mostly State funded).

**Outputs:** Number of training sessions, number of participants, topics.

**Outcomes:** Relationships between libraries and cities are improved. Library leaders understand their roles and responsibilities.

**Measures:** Use pre- and post-surveys to gauge improvement.

• Activity 1 - Distribute information and provide guidance about the relationship between libraries and cities.
• Activity 2 - Provide training on the trustee’s role in city governance.
• Activity 3 - Provide training on the librarian’s role in city governance.
• Activity 4 - Provide training on how the public library impacts economic development in the community.
• Activity 4 - Position the State Library as a facilitator between libraries and cities.
• Activity 5 - Develop partnerships with Iowa League of Cities and Iowa State Association of Counties.
• Activity 6 - Review and make updates to the Iowa Library Trustee’s Handbook.

2.4.2 Project 2: Investigate the development of library systems to strengthen library service to Iowans (mostly State funded).

**Evaluation method/metric:** Libraries are able and willing to form library systems.

• Activity 1 - Promote the concept of library systems in Iowa.
• Activity 2 - Define what constitutes a public library in Iowa and determine who is responsible for the definition.
• Activity 3 - Investigate changes to Iowa Code that provides rules for developing library systems in Iowa.
GOAL 3: LIFELONG LEARNING
All Iowans learn to be productive 21st century citizens.

GOAL 3 OBJECTIVE 1: To improve the general knowledge of Iowans so they can be successful in their daily lives.

(IMLS Measuring Success Lifelong Learning Intent 2)

Goal 3 Objective 1 Projects:

3.1.1 Project 1: Provide the information and tools needed for Iowa libraries to provide a summer reading program (SRP).

**Outputs:** Number of manuals (or access to manuals) purchased, number of workshops conducted, number of attendees at workshops.

**Outcomes:** Iowa children become more confident readers and improve their reading skills. Iowa adults learn something new, read more often, use the library more often.

**Measures:** Survey of attendees of summer reading workshops; survey of libraries about the SRP to gauge satisfaction and collect stories about impact of program on local participation in SRP.

- Activity 1 - Purchase membership for all public libraries in the Collaborative Summer Library Program.
- Activity 2 - Purchase manuals or access to manuals and distribute.
- Activity 3 - Develop and present summer reading workshops to public libraries.

3.1.2 Project 2: Provide and promote a resource for sharing and collaborating on programming ideas for libraries.

**Outputs:** Programming resource created, collect number of programs held and number of participants.

**Outcomes:** Iowans find a wider variety of programs of interest.

**Measures:** Evaluation of current programming landscape in Iowa libraries, Public Library Annual Survey.

- Activity 1 - Identify programming resources for all ages.
- Activity 2 - Conduct an evaluation of current programming landscape in Iowa libraries.
- Activity 3 - Create a programming resource for librarians to assist in providing programming.
- Activity 4 - Introduce and promote the programming resource to Iowa librarians.
- Activity 5 - Collect and analyze library evaluation data from the program.
Goal 3 Objective 2: Iowans will support and promote democracy, fulfill their civic responsibility and fully participate in community decision making.

(IMLS Measuring Success Lifelong Learning Intent 2)

Goal 3 Objective 2 Projects:

3.2.1 Project 1: Encourage a variety of community engagement opportunities for Iowans.

 Outputs: Number of participants in training, number of partnerships produced, number of training sessions offered.

 Outcomes: Iowans will have opportunities to be engaged in their community through opportunities provided by their local library.

 Measures: Survey of those participating in training, anecdotal information from libraries about community engagement opportunities provided locally, survey of library patrons to gauge community engagement, number of partnerships.

• Activity 1 - Conduct a needs assessment.
• Activity 2 - Investigate national initiatives for feasibility of partnerships.
• Activity 3 - Select and partner with desired groups.
• Activity 4 - Train and promote partnerships to libraries.

3.2.2 Project 2: Improve access to job and career training for Iowans.

 Outputs: Number of uses of online utility, number of trainings held.

 Outcomes: Iowans will be successful in building careers.

 Measures: Feedback surveys included in online utilities, surveys of training participants (libraries in train-the-trainer sessions and library patrons/community members in local library training).

• Activity 1 - Provide an online utility for digital training geared toward job and career support.
• Activity 2 - Partner with other agencies to provide training on tools and resources available to libraries.

3.2.3 Project 3: Cultivate library services in Iowa libraries to be inclusive of all members of the community.

 Outputs: Number of training sessions, number of participants.

 Outcomes: Library staff feel more confident in providing services for all members of the community.

 Measures: Survey library staff after training.

• Activity 1 - Promote and provide training in incorporating the Diversity in Action (DIA) Initiative into library services.
• Activity 2 - Provide training to librarians on inclusive collection development.
• Activity 3 - Provide training to librarians on inclusive programming.
• Activity 4 - Communicate with libraries on census trends for Iowa.
• Activity 5 - Promote and provide training to librarians on features of databases that support inclusiveness.

**Goal 3 Objective 3: To improve the literacy skills of Iowans.**

(IMLS Measuring Success Lifelong Learning Intent 2)

**Goal 3 Objective 3 Projects:**

3.3.1 Project 1: Provide methods that help Iowa libraries incorporate literacy into programming.

**Outputs:** Number of libraries participating in All Iowa Reads (AIR) programs, number of “checkouts” of AIR book sets, number of trainings offered.

**Outcomes:** Iowans will improve their ability to learn.

**Measures:** Collect data from library programs, survey training participants, feedback surveys included in AIR book sets, survey of libraries about AIR programs, anecdotal information from AIR programs and Letters About Literature.

• Activity 1 - Provide training to libraries on early literacy tools for use in storytimes and other programming.
• Activity 2 - Investigate partnerships with outside agencies to provide training to libraries.
• Activity 3 - Introduce the All Iowa Kids Read program.
• Activity 4 - Introduce the All Iowa Young Adults Read program.
• Activity 5 - Continue the All Iowa Reads program.
• Activity 6 - Purchase books and audio-recordings for each group.
• Activity 7 - Develop discussion questions for AIR kits for each group.
• Activity 8 - Collect and analyze evaluation data from the library programs.
• Activity 9 - Continue to sponsor and promote the Letters About Literature program in Iowa.

3.3.2 Project 2: Provide methods that help Iowa libraries incorporate digital literacy into programming that improves the ability of Iowans to use technology to find, evaluate, and use information.

**Outputs:** Number of trainings and participants, number of uses of tools provided

**Outcomes:** Improved ability of Iowans to use technology to find, evaluate, and use information.

**Measures:** Survey of training participants, survey of partners, feedback from Iowans about tools or programs provided by libraries.
• Activity 1 - Provide tools for librarians to help patrons discern between fake news and real news.
• Activity 2 - Provide training to libraries on digital literacy tools for use in programming.
• Activity 3 - Investigate partnerships with outside agencies to provide training to libraries.
• Activity 4 - Media mentorship program from librarians to parents.
Crosswalk with Measuring Success Focal Areas and Intents

See Appendix A for a crosswalk with the goals, objectives, projects, IMLS Measuring Success focal areas and intents, and LSTA purposes and priorities.

Timeline

The projects detailed above will take place during the 2018-2022 planning period. Some of the projects are progressive in nature through the activities and some of the projects are ongoing.

Evaluation Plan

Specific outcomes and outputs were listed as part of the project description. A mixed methods approach will guide the overall evaluation process so both quantitative and qualitative data will be gathered and synthesized for maximum utility. The State Library of Iowa will also explore the possibility of capturing baseline data from library users at the beginning of the 2018-2022 planning period to compare it with library user perceptions at the end of the five year period. The end user survey will collect patron perceptions on issues such as librarian knowledge, whether information needs were met, whether the library is an active community center/hub, etc.

Project-specific outcomes will also be captured as defined in the plan through the State Program Report (SPR), submitted annually to IMLS.

Stakeholder Involvement

Stakeholder involvement in the LSTA Five-Year Plan for 2018 – 2022 was achieved through an extensive evaluation process that took place over a six month period culminating with the submission of the evaluation of the LSTA Five-Year Plan for 2013 – 2017. Part of the data gathering was forward looking, asking stakeholders about needs the State Library should plan for in future years.

A web-based survey was available to the library community from November 29 through December 23, 2016 to collect feedback. Additional input was received through focus groups and interviews with a sample of key stakeholders identified by the State Library.
A planning retreat of the State Library Advisory Panel took place on April 4, 2017. Advisory panel members were asked to visualize the future of libraries in Iowa to help shape components of the plan. Following the retreat, State Library staff processed the input and worked on finalizing the plan.

State Library staff worked through an initially facilitated, collaborative process to refine the mission, goals, objectives, projects, and activities presented in this plan from February to May 2017. The LSTA Five-Year Plan for 2018 – 2022 goals were finalized and the final plan approved by the Iowa Commission of Libraries on June 9, 2017.

**Communication and Public Availability**

The LSTA Five-Year Plan for 2018 – 2022 draft will be presented to Iowa libraries via email. The State Library will keep the library community informed of progress toward the plan’s goals. Print copies of the full plan will be available upon request and the plan will be available to download as a PDF on the State Library website. The State Library Advisory Panel and Iowa Commission of Libraries will receive periodic updates on the plan’s projects and activities at their regularly scheduled meetings.

**Monitoring**

Implementation of the LSTA Five-Year Plan for 2018 – 2022 will be monitored on a continuous basis to ensure compliance with all applicable performance and reporting requirements including, but not limited to, completion of annual State Program Reports and a five-year evaluation.

Procedures are outlined in 2 CFR 200.327-332

- 2 CFR 200.328 – Monitoring and Reporting Program Performance
- 2 CFR 200.329 – Reporting on Real Property
- 2 CFR 200.330 – Sub-recipient and Contractor Determination
- 2 CFR 200.331 – Requirements for Pass-Through Entities
- 2 CFR 200.332 – Fixed Amount Sub-awards
## Appendix A: Crosswalk with Measuring Success Focal Areas and Intents, LSTA Purposes and Priorities

<table>
<thead>
<tr>
<th>Measuring Success Focal Area</th>
<th>Goal 1: Information Access</th>
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<tbody>
<tr>
<td></td>
<td>All Iowans have access to quality information resources and have the assistance needed to select and use the information to succeed personally, professionally, and academically.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Measuring Success Intents</th>
<th>To improve users' ability to discover information resources.</th>
<th>To improve users' ability to obtain and/or use information resources.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objectives</td>
<td>Objective 1: To improve the ability of Iowans to discover information resources.</td>
<td>Objective 2: To improve the ability of Iowans to obtain and use Information resources that enhance their lives.</td>
</tr>
<tr>
<td>PROJETS</td>
<td>Project 1: Provide resource tools that allow Iowans to find and access materials.</td>
<td>Project 2: Provide State Library services to state employees and the public (mostly State funded).</td>
</tr>
<tr>
<td>PROJETS</td>
<td>Project 2: Create a digital library center at the State Library (mostly State funded).</td>
<td>Project 3: Collect and present access to statistical data on Iowa’s libraries, population, and economy.</td>
</tr>
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### LSTA Purposes

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<tbody>
<tr>
<td>3.</td>
<td>Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry.</td>
</tr>
<tr>
<td>4.</td>
<td>Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library.</td>
</tr>
<tr>
<td>7.</td>
<td>Ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters.</td>
</tr>
<tr>
<td>9.</td>
<td>Promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.</td>
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### LSTA Priorities

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<tr>
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<tbody>
<tr>
<td>1.</td>
<td>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.</td>
</tr>
<tr>
<td>2.</td>
<td>Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.</td>
</tr>
<tr>
<td>1.</td>
<td>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.</td>
</tr>
<tr>
<td>2.</td>
<td>Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.</td>
</tr>
<tr>
<td>7.</td>
<td>Target library and information services to persons having difficulty using a library.</td>
</tr>
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</table>
# Measuring Success

## Focal Area

**Goal 2: Institutional Capacity**

All Iowans are served by excellent local libraries that are technologically advanced and that employ knowledgeable and community focused staff who incorporate the best professional practices to deliver high quality library services.

<table>
<thead>
<tr>
<th>Measuring Success</th>
<th>To improve the library workforce.</th>
<th>To improve library physical and technological infrastructure.</th>
<th>To improve library operations.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intents</strong></td>
<td>Objective 1: To improve the knowledge of library staff and boards so that Iowa libraries are providing excellent services to their communities.</td>
<td>Objective 2: To improve the physical and technological infrastructure of Iowa libraries.</td>
<td>Objective 3: To improve processes and procedures in Iowa libraries.</td>
</tr>
<tr>
<td><strong>Objectives</strong></td>
<td>Objective 1: To improve the knowledge of library staff and boards so that Iowa libraries are providing excellent services to their communities.</td>
<td>Objective 2: To improve the physical and technological infrastructure of Iowa libraries.</td>
<td>Objective 4: Strengthen library governance to improve library operations by understanding the various roles involved in running a public library in Iowa</td>
</tr>
<tr>
<td><strong>PROJECTS</strong></td>
<td>Project 1: Provide certification programs that encourage library directors and staff to participate in continuing education and provide improved service to Iowans.</td>
<td>Project 1: Increase library broadband for improved Internet access in libraries for Iowans.</td>
<td>Project 1: Develop a training program for library staff and trustees to ensure effective library governance (mostly State funded).</td>
</tr>
<tr>
<td></td>
<td>Project 2: Provide continuing education for library staff and trustees that highlight best practices and improve library governance, management, and service delivery.</td>
<td>Project 2: Provide website hosting and support for Iowa Libraries to ensure a relevant online presence.</td>
<td>Project 2: Investigate the development of library systems to strengthen library service to Iowans (mostly State funded).</td>
</tr>
<tr>
<td>PROJECTS</td>
<td>Project 3: Administer an accreditation program that encourages excellent library service to Iowans, as defined by <em>In Service to Iowa: Public Library Standards</em>.</td>
<td>Project 3: Provide access to national tools that increase Iowa librarian and citizen support for increased investment in library technology.</td>
<td>Project 3: Provide a statewide delivery system.</td>
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<tr>
<td>PROJECTS</td>
<td>Project 4: Create an incentive program for libraries to focus on these priorities: technology, community partnerships, evaluation and performance measures, and literacy.</td>
<td>Project 4: Administer an interlibrary loan program to provide libraries with a cost-effective framework for finding, requesting and borrowing items from other Iowa libraries.</td>
<td>Project 5: Provide Space Utilization grants for libraries to evaluate their existing space so that Iowans have accessible, welcoming, and functional buildings.</td>
</tr>
<tr>
<td>PROJECTS</td>
<td>Project 5: Provide a platform for library staff to communicate with one another and with State Library staff.</td>
<td></td>
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</tr>
<tr>
<td>LSTA Purposes</td>
<td>2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States.</td>
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<tr>
<td><strong>3.</strong> 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.</td>
<td><strong>2.</strong> Establish or enhance electronic and other linkages among and between libraries and entities for the purpose of improving the quality of and access to library and information services.</td>
</tr>
<tr>
<td><strong>8.</strong> Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.</td>
<td><strong>2.</strong> Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.</td>
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Resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.
| Measuring Success Focal Area | **GOAL 3: LIFELONG LEARNING**
All Iowans learn to be productive 21st century citizens. |
<table>
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<tr>
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<tr>
<td>Measuring Success Intents</td>
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</tr>
<tr>
<td>Objectives</td>
<td><strong>Objective 1:</strong> To improve the general knowledge of Iowans so they can be successful in their daily lives. <strong>Objective 2:</strong> Iowans will support and promote democracy, fulfill their civic responsibility and fully participate in community decision making. <strong>Objective 3:</strong> To improve the literacy skills of Iowans.</td>
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<tr>
<td>PROJECTS</td>
<td><strong>Project 1:</strong> Provide the information and tools needed for Iowa libraries to provide a summer reading program. <strong>Project 1:</strong> Encourage a variety of community engagement opportunities for Iowans. <strong>Project 1:</strong> Provide methods that help Iowa libraries incorporate literacy into programming.</td>
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<tr>
<td>PROJECTS</td>
<td><strong>Project 2:</strong> Provide and promote a resource for sharing and collaborating on programming ideas for libraries. <strong>Project 2:</strong> Improve access to job and career training for Iowans. <strong>Project 2:</strong> Provide methods that help Iowa libraries incorporate digital literacy into programming that improves the ability of Iowans to use technology to find, evaluate, and use information.</td>
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### PROJECTS

<table>
<thead>
<tr>
<th>LSTA Purposes</th>
<th>Project 3: Cultivate library services in Iowa libraries to be inclusive of all members of the community.</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
</tbody>
</table>

### LSTA Priorities

| 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. |
| 6. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills. |
| 7. 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 section 9902(2) of title 42) applicable to a family of the size involved. |
Appendix B: Population Trends in Iowa

Iowa Population: 1900-2016

Population in millions

2016 population: 3,123,899
- 29 consecutive years of population gain

Data Source: U.S. Census Bureau, Decennial Censuses and Population Estimates

Population Change: 1900-2016

Data Source: U.S. Census Bureau, 2016 Population Estimates

Increase 500% or more

U.S. growth = 14.8%

Data Source: U.S. Census Bureau, 2016 Population Estimates
### How Iowa’s Population Changed

<table>
<thead>
<tr>
<th>Starting Year</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>2,926,324</td>
<td>3,046,355</td>
</tr>
<tr>
<td>Natural change</td>
<td>+ 106,396</td>
<td>+ 65,045</td>
</tr>
<tr>
<td>Net international migration</td>
<td>+ 36,329</td>
<td>+ 35,326</td>
</tr>
<tr>
<td>Net state-to-state migration</td>
<td>- 52,205</td>
<td>- 10,683</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ending Year</th>
<th>2009</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>3,007,856</td>
<td>3,134,693</td>
</tr>
</tbody>
</table>

Data Source: U.S. Census Bureau

### How Iowa Population Changed: 2010-2016

<table>
<thead>
<tr>
<th>2010 population</th>
<th>3,046,355</th>
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<tr>
<td>Natural change</td>
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<td>- 10,683</td>
</tr>
<tr>
<td>2016 population</td>
<td>3,134,693</td>
</tr>
</tbody>
</table>

Data Source: U.S. Census Bureau, 2016
**County Population Change: 1980-2015**

- **Fastest growing counties**
  - Dallas County: 171.5%
  - Johnson County: 76.5%
  - Polk County: 54.3%
  - Warren County: 39.4%
  - Story County: 32.8%

- **Fastest declining counties**
  - Pocahontas County: -38.4%
  - Adams County: -33.8%
  - Audubon County: -32.6%
  - Kossuth County: -30.7%
  - Sac County: -29.0%

**Age trends**
Iowa Age Distribution: 1900

Data Source: U.S. Census Bureau, 1900
Iowa Age Distribution: 1980

Iowa Age Distribution: 2015

Data Source: U.S. Census Bureau, 1980

Data Source: U.S. Census Bureau, 2015
Children and Older Iowans: 2050

Race and Hispanic Origin
Iowa Change in Race and Ethnicity: 2000-2015

Percent change

- Total: 6.8%
- White: 4.3%
- Black: 77.9%
- Asian: 100.8%
- Hispanic: 116.6%
Iowa Population by Race and Ethnicity: 2010 and 2050

Percentage of total state population

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2010</th>
<th>2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>91.3</td>
<td>76.4</td>
</tr>
<tr>
<td>Black</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>American Indian</td>
<td>0.4</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>1.7</td>
<td>3.6</td>
</tr>
<tr>
<td>Hispanic</td>
<td>5.0</td>
<td>13.0</td>
</tr>
</tbody>
</table>

Data Source: U.S. Census Bureau, 2010 and Woods & Poole Economics, Inc. 2015

Hispanic or Latino origin: 1980

Map showing the percentage of the population in Iowa based on Hispanic origin in 1980.

Data Source: U.S. Census Bureau, 1980 Decennial census
Income and Poverty
Median Household Income in Iowa:
1989-2015

Data Source: Small Area Income and Poverty Estimates, 2015 U.S. Census Bureau

Median Household Income: 2015

Iowa Median=$54,543

State Data Center of Iowa www.iowadatacenter.org

Data Source: Small Area Income and Poverty Estimates, 2015 U.S. Census Bureau