

**Fiscal Year 2017-2018 through FY 2021-2022**

## **Agency Vision Statement**

The State Library of Louisiana is a strategic leader in bringing information resources to the people of Louisiana through cooperation with government entities, partnership with other libraries, technology and superior customer service.

## **Agency/Program Mission Statement**

The State Library of Louisiana, through technology and its nationwide resource sharing ability, with both print and electronic resources, public/private partnerships, cooperative agreements with other state, federal and local agencies, and its expert staff, employs traditional and innovative strategies to build an informed, educated, computer literate, and employable citizenry of lifelong learners.

## **Agency Philosophy Statement**

The State Library of Louisiana, its Board of Commissioners and staff value:

- Equal access to information for all citizens,
- The literary and cultural heritage of Louisiana,
- Intellectual freedom, and
- Reading.

## **Agency/Program Goals**

In the next five years, the State Library of Louisiana will focus its services and resources on six fundamental priorities: (1) serve state government and libraries by collecting and disseminating public information and providing reference services and library materials; (2) assist libraries to become engines for economic growth in their communities; (3) provide training and consulting to public libraries while assisting them in becoming stronger advocates within their communities; (4) meet the informational needs of the blind and physically-handicapped throughout the state as we move into a new realm of delivering information through technology; (5) expand the focus on Louisiana materials by providing extraordinary reference services and enhancing and preserving the collection; and (6) develop a coordinated program to promote childhood literacy and a lifelong love of reading among Louisianans that will contribute to the state's overall economic growth and quality of life.

Massive and continued budget cuts over the past eight years have slowed progress on all fronts. The next five years will be spent simply trying to get back to where we were before the cuts. The overall goals and objectives remain the same.

In order to accomplish this, the Office of the State Library will:

Goal I: Provide access to and preserve Louisiana's cultural and literary heritage.

Goal II: Expand services to bring information and resources to Louisiana libraries and into the offices and homes of users through greater use of technology and electronic resources.

Goal III: Enhance the quality of life of Louisiana citizens by increasing awareness and usage of the vast array of available resources in Louisiana libraries, thus fostering economic growth, educational opportunities and avenues of prosperity.

Goal IV: Foster the ongoing professional development of library staff throughout the state, enabling them to be well informed and competent to provide superior library services to their constituencies.

Goal V: Identify and serve the needs of special populations.

Goal VI: Remain an energetic and relevant organization through continual improvement and ongoing dialog with its users.

## **PROGRAM OBJECTIVES:**

**Objective 1:** Increase usage of the State Library collections and services, both print and electronic, by at least 3% by 2022.

**Program Activity:** Services to Government and Citizens

**State Outcome Goal:** Education; Economic Growth

**Objective 2:** Increase usage of public library resources by 5% by 2022.

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Objective 3:** Provide a minimum of 80 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Objective 4:** By 2022, provide 220,000 items per year to special populations and maintain participation in children's programs at no less than 100,000 per year.

**Program Activity:** Services to Special Populations

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Objective 5:** The State Library will achieve a 90% satisfaction rate in surveys of its users.

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Objective 1:** Increase usage of the State Library collections and services, both print and electronic, by at least 3% by 2022.

**Program Activity:** Services to Government and Citizens

**State Outcome Goal:** Education; Economic Growth

### Strategies

- 1.1 Enhance, promote and expand the Louisiana Collection.
- 1.2 Expand the role of the Center for the Book in promoting the literary heritage of Louisiana and the value of reading.
- 1.3 Optimize usage of electronic resources.
- 1.4 Work closely with state agencies to facilitate submission of mandated state public documents in a timely manner and in an approved format according to R.S 25:121-124 and L.A.C. 25:VII.

### Indicators

Output	Number of items loaned from State Library collections
Output	Number of reference inquiries at the State Library
Outcome	Number of attendees at annual Louisiana Book Festival
Output	Number of digital public documents added to Digital Archive
Outcome	Number of uses of State Library wireless connectivity.

**Objective 2: Increase usage of public library resources by 5% by 2022.**

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Strategies**

- 2.1 Use the statewide databases as the foundation for building a true virtual library.
- 2.2 Continue to supplement the collections of local public libraries through a cost-effective and efficient program of interlibrary loan.
- 2.3 Strengthen information delivery services throughout the state via greater cooperation and / or use of technology.
- 2.4 Reinstate state aid to public libraries to at least \$3M.
- 2.5 Partner with the Department of Education and university and college libraries to extend usage of statewide electronic resources to K-12.

**Indicators**

Output	Number of electronic database searches
Output	Number of items loaned among public libraries
Outcome	Number of uses of public access computers in public libraries
Outcome	Number of uses of public library wireless HotSpots
Outcomes	Number of online tutoring sessions held

**Objective 3: Provide a minimum of 80 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.**

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

### **Strategies**

- 3.1 Increase convenience, quality, quantity and relevance of State Library workshops taught throughout the state.
- 3.2 Partner with other continuing education providers to improve training opportunities for all library staff throughout the state.
- 3.3 Provide consulting to libraries and governing authorities in all areas of library administration including advocacy, strategic planning, building programs, legislative issues, staff development, funding, statistics-gathering and program development.
- 3.4 Take a leadership role in encouraging public libraries as anchor institutions to actively promote digital literacy in their communities.
- 3.5 Continue to offer training to public libraries in assisting with e-government questions.
- 3.6 Continue to enhance effectiveness of web-based training delivery.
- 3.7 Continue to develop certified courses for the Library Support Staff Certification Program; obtain renewal of existing course certifications.

### **Indicators**

- Output Number of library systems receiving consultations and site visits
- Output Number of workshops held
- Output Number of attendees at workshops

**Objective 4: By 2022, provide 220,000 items per year to special populations and maintain participation in children’s programs at no less than 100,000 per year.**

**Program Activity:** Services to Special Populations  
**State Outcome Goal:** Education, Economic Growth, Children and Families

**Strategies**

- 4.1 Increase outreach efforts to those incarcerated in state institutions.
- 4.2 Take a leadership role in provision of library services to the blind and physically handicapped.
- 4.3 Continue to provide information, materials, training, coordination and promotion for children’s and teen reading programs, including Summer Reading Program, Teen Reading Program and Louisiana Readers’ Choice Award Program.
- 4.4 Foster a culture of literacy.

**Indicators**

- Output Number of participants Summer Reading Program
- Output Number of participants in LA Readers’ Choice Program
- Output Number of items loaned to person with visual and physical disabilities

**Objective 5: The State Library will achieve a 90% satisfaction rate in surveys of its users.**

**Program Activity:** Services to Public Libraries

**State Outcome Goal:** Education, Economic Growth, Children and Families

**Strategies**

- 5.1 Provide State Library employees with the technology, training and tools needed to excel at their jobs.
- 5.2 Identify grant opportunities and funding sources for new projects.
- 5.3 Improve communication among State Library staff, between OSL and public libraries and among public libraries.
- 5.4 Upgrade existing State Library facilities as needed to increase functionality, convenience and attractiveness.
- 5.5 Continue robust program of technology support for 345 public libraries by State Library IT staff.
- 5.6 Increase outreach to state employees and agencies to facilitate access to information that will enhance their job performance and agency success.

**Indicators**

Quality	Percentage of public libraries satisfied with OSL services
Outcome	Number of public library technology support incidents handled



## Program Supporting Documentation

### **A. Description of how the strategic planning process was implemented**

The State Library undertakes strategic planning on a continuing basis. Major planning efforts, including holding focus groups with stakeholders and environmental analyses, were conducted in 2004, 2008, 2010 and 2012.

The State Library conducts an annual survey of public library directors, soliciting input to new programs and services. Data from these annual surveys is used to direct future efforts and, in recent years, to prioritize cuts. A Database Advisory Committee provides direction and advice on statewide electronic resources each year. Additionally, the Administration solicits input from directors of public libraries at the Annual Public Library Administrators' Conference and at the State of the State Library presentation each year at the Louisiana Library Association Conference.

In April 2016, a planning meeting was conducted with the State Library management team to review the existing State Library 5-year plan and to develop this new plan for FY2017-2018 through FY2021-2022.

### **B. Statement identifying the principal clients and users of each program and the specific service or benefit derived by such persons**

The Office of the State Library of Louisiana (OSL) serves the following stakeholders and the benefit they receive is noted.

State agencies, state employees and state legislators - OSL provides research and information services to any governmental entity that checks out of materials, including training videos and DVDs for their staff; classes in database searching; distribution of public documents to the depository libraries; access and preservation of print and electronic public documents.

Public libraries – OSL provides databases, interlibrary loan, training and technology support, Internet, reference and information services, children's programming and consulting services to all 68 public library systems in the state. Many directors of our public libraries are not trained librarians and they rely on the State Library for guidance and advice.

General Public – The State Library building is open to the public and all of its resources, both print and electronic, are available on the premises. Because of budget cuts, the State Library is only open to walk-in traffic 20 hours per week, although phone and email services are available during all normal business hours. In addition, State Library resources may be borrowed via interlibrary loan through local public libraries.

Special Needs Users – Within the State Library is the official regional Talking Books and Braille Library (TBBL) which is associated with the Library of Congress

National Library Services. It directly serves residents with visual and physical disabilities. On any given day, TBBL mails out between 750 and 1000 talking books, magazines and information to these users throughout the state. All TBBL programs are free of charge to approved users. In addition, the State Library provides a number of statewide children's and teen programs designed to develop a love of reading and books.

**C. Identification of the primary persons who will benefit from or be significantly affected by each objective within the plan**

**Objective 1:** Increase usage of the State Library collections and services by at least 3% by 2022.

Primary beneficiaries of this will be public libraries and their users, state employees, legislators and state agencies and the general public.

**Objective 2:** Increase usage of public library resources by 5% by 2022.

Primary beneficiaries of this will be public libraries and their users, including children, businesses, educators, parents and job-seekers, etc.

**Objective 3:** Provide a minimum of 80 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Beneficiaries of the library service outlets will be the general public. Public library staff will benefit from the continuing education workshops offered by the State Library, and by extension, their users will benefit from improved services and more competent and knowledgeable staff.

**Objective 4:** By 2022, provide 220,000 items per year to special populations and maintain participation in children's programs at no less than 100,000 per year.

Primary beneficiaries of the talking books are those with visual or physical disabilities. The majority of these users are veterans and senior citizens, but there are participants of all age groups, including children. Secondary recipients of these services include institutions such as nursing homes. Children without disabilities are served via the children's program support provided by the State Library to the public libraries. Children's programs attract participants of all ages.

**Objective 5:** The State Library will achieve a 90% satisfaction rate in surveys of its users.

Surveys of public library directors will reveal their satisfaction with all services offered by the State Library. Secondarily, beneficiaries of quality services and materials at the State Library will be the general public.

#### **D. Statutory requirement or authority for each goal**

Louisiana Revised Statutes 25:1-17, 121-124, 451-455; 36:208B, 209F, 209L, 910

#### **E. Potential external factors**

Continued budget cuts over the past eight years have severely damaged the State library's ability to meet the needs of its users. Current efforts relate to simply getting the library back to where it was. Additional external factors affecting library services include: increased pace of technology changes, lack of a budget for library materials and hardware and software replacements, a crisis in recruiting qualified librarians for management positions because of low starting salaries, the impact of Web 2.0 and Library 2.0 on library services nationwide, low literacy rates among Louisianans and an attitude at the local level of "no new taxes", lack of home access to computers and Internet, and lack of designated parking for patrons of the Talking Books and Braille Library. Even if full funding is reinstated immediately, it will take time to hire new staff and train them and to bring the technology infrastructure back up to business-level standards.

#### **F. Description of any program evaluations used to develop objectives and strategies**

Results of the *LSTA 2008-2012 Evaluation Report* were used to identify accomplishments thus far toward goals and lesson learned; this was completed and submitted to the Institute for Museum and Library Services in March 2012. National Library Services performs a biennial site visit and evaluation of the Talking Books and Braille program; the last one was 2014. In addition, an annual survey of public library directors is conducted. Each year the State Library also produces the Annual Public Library Statistical Report, which yields data for the performance indicators.

#### **G. Explanation of how duplication will be avoided**

The Office of the State Library works cooperatively with many other state agencies and public and academic libraries. In many areas, the State Library acts in a support role to other institutions in assisting them to offer the best possible service to their communities. The staff of the State Library works closely with other agency and legislative libraries to avoid duplication of materials, but also to make materials available that other agencies do not have. The Talking Books and Braille Library, a unit within the State Library, serves as the sole regional provider of talking books for those with disabilities.