2018 – 2022 Library Services and Technology Act (LSTA) Plan
Delaware Division of Libraries
Dover, DE

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INTRODUCTION

The following plan reflects the entire scope of the Delaware Division of Libraries (DDL) efforts to fulfill its mission to provide leadership and support for the development of Delaware's libraries and to ensure convenient access to, and encourage use of, current information resources and reading material by all Delawareans. This means that the plan reflects projects and activities that will be undertaken using funding from all sources, including local, State, private/charitable giving, other foundation and grant sources, and the Library Services and Technology Act (LSTA) 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. Delawareans, like the residents of all other states, want and need library and information services that are transformational, services that help them succeed in school, at work, and as they pursue their personal and family goals. They care little about the source of funding for the services that they need.

That said, it is recognized that LSTA Grants to States funding cannot be used for certain purposes. For example, the following plan includes "State Capital Projects Facilities Funding" as a project. The State of Delaware uses state revenues to fund one of the finest public library facility development programs in the nation. Although no LSTA funds are allocated to bricks and mortar projects, DDL believes that a discussion of the Institute of Museum and Library Services (IMLS) Measuring Success INSTITUTIONAL CAPACITY focal area is incomplete without considering physical facilities. This plan integrates projects and activities that will be undertaken using funds from all sources to demonstrate the relationships between and among services and to highlight the importance of the partnerships and dependence that exists among all funding sources.

Services not eligible for LSTA funding are clearly indicated in the plan. These include Library State Standards Aid, State Capital Projects Facilities Funding, and the State Technology Infrastructure Funds.

THE DELAWARE DREAM (VISION)

The dream of Delaware Libraries is to help our state become an even more vibrant and prosperous place where all dreams are realized.

MISSION STATEMENT

The Delaware Division of Libraries uses the phrase "Library Development: We help libraries evolve" as a shorthand version of its mission statement. The full mission statement reads as follows:

The mission of the Delaware Division of Libraries is to provide leadership and support for the timely development of Delaware's libraries, to ensure convenient access to, and encourage use of, current information resources and reading material by all Delawareans. The members of the Delaware library community are unified in the values of service, access, and excellence and are committed to the vision of progressive libraries and the transformational impact they have on the people who use them. Now more than ever –

- Libraries are essential in a democracy to ensure that citizens have equal access to information they need to form sound opinions and make informed decisions about their government
- Libraries provide materials and programs to improve literacy, educational achievement, and lifelong learning
- Libraries provide materials and programs to support individuals and communities in achieving their full potential

Also of great significance are the Service Purpose and Service Standards that have been developed and adopted by Delaware's public library community as a whole. The Service Purpose adopted by the public libraries is:

> *We enrich lives by providing everyone access to the knowledge that engages their passion.*

The Service Standards adopted by the public library community are:

- SAFETY: Provide a safe environment for staff and public ensuring privacy, confidentiality, and physical well-being.

- COURTESY: Treat everyone with kindness and respect.

- KNOWLEDGE: Be aware of library policies, procedures, and resources.

- EFFICIENCY: Provide accurate and timely service with the best use of tangible and intangible resources.

NEEDS ASSESSMENT

In spite of its small size, Delaware is a very diverse state and is in many ways a microcosm of the nation. The First State is home to urban neighborhoods and farmland, suburbs and tourist destinations, traditional industrial complexes, and high-tech office parks. All of this diversity occurs within a framework of only three counties.

Delaware's total population is small compared to most other states; however, the First State's population has grown more rapidly than the national population. The U.S. Census Bureau's 1980 data showed that Delaware had a population of just under 600,000 (594,338). The state's population grew by 12.09% between 1980 and 1990 and by an additional 17.63% between 1990 and the year 2000. By the time of the 2010 census, Delaware had reached a population of nearly 900,000 (897,936) representing a 14.59% increase during that decade. Although growth has slowed somewhat since 2010, the U.S. Census Bureau estimate for July 1, 2016, was 952,065. This is a 6.03% increase compared to a national growth rate of 4.65%.

Delaware's population is diverse and is becoming more diverse. The U.S. Census Bureau's July 2015 estimates indicate that Delaware's African-American population stood at 22.4% compared to a national level of 13.3%. Delaware's African-American population is largely concentrated in the state's urban areas. Delaware's Hispanic population stood at 9.0% as of July 2015 compared to 17.6% nationally. The Hispanic population in the state is more widely distributed in both urban and rural areas.

DelawareFocus.org, an initiative of the Delaware Community Foundation, provides a good summary of demographic changes.

> Since 2000, Delaware has seen its Hispanic and Asian populations double in size and the African-American population increase by 35%, while the white population increased more gradually (10%).

> Within Delaware, areas experiencing major changes include Sussex County, where the Hispanic population nearly tripled to over 18,000, and Kent County, where the Hispanic population increased 149% and the African-American population increased 61%. However, both counties remained majority white. In New Castle County, the Asian population doubled, while the African American population grew 33%, the Hispanic population 88% and the white population declined 2%.

Language diversity has also increased. DelawareFocus.org reports the following based on the U.S. Census Bureau's American Community Survey:

> In 2011-15, 13% of Delaware residents five and older spoke a language other than English at home, up from 12% in 2006-10 and 9.5% in 2000. Within Delaware, language diversity was highest in New Castle County at 15%, followed

by 10% in Sussex County and 9% in Kent County. Each county had increases from 2000 to 2011-15.

Delaware is also growing older. The U.S. Census Bureau estimated that 17.0% of Delaware's population was age 65 or over as of July 2015. This compares to 14.9% of the national population falling in this cohort. DelawareFocus.org indicates that:

> Like many other states and regions, Delaware has an aging population. The strongest growth since 2000 has been in the older populations: an increase of 52% in people 60-84 years old and 70% in people 85 or older. Those growth rates are a bit higher than growth rates among older populations nationwide, but on par with or below our comparable states and regions.

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 fourteen percent (14%) percent of the U.S. population can't read. The study went on to report that twenty-one percent (21%) 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% of the Hispanic population and 24% of the African-American population have reading skills that fall below the 5th grade level. These statistics are frightening given the growth of Delaware's African-American and Hispanic populations.

Recent reliable data on the number of individuals in the population with disabilities is also rather scarce. However, the U.S. Census Bureau does provide some statistics through its American Community Survey (ACS). For 2015, the ACS estimates that 12.2% of Delaware's non-institutionalized population had some sort of a disability.

Delaware fares better than the U.S. as a whole in terms of employment. The Bureau of Labor Statistics reported an unemployment rate of 4.4% for Delaware in 2016. This compared to a national rate of 4.9%. However, chronic unemployment continues to be an issue in Delaware, particularly in urban areas such as Wilmington and Dover. The unemployment rate for 2016 in Wilmington was 6.4% and Dover's unemployment rate stood at 6.0%.

Delaware's public libraries have struggled to keep up with the state's population growth and with inflation. In 2004, total income per capita for public libraries stood at $26.48. This amount ranked 24th among the states. Ten years later in 2014 (the latest year for which national comparative statistics are available), total income per capita had increased only slightly to $27.74 per capita and the national rating had slipped to 36th among the states. Delaware's public library funding issue has largely been at the local level. The state ranked 9th in direct state-aid funding for public libraries but 40th for local funding.

Delaware actually performs very well in comparison to other states in regard to public library facilities and technological infrastructure due to significant State investments in these areas. Delaware's ranking of 9th among states would likely be even higher if expenditures for facilities and technological infrastructure were included.

Modest funding at the local level translates primarily into meager library staffing and underscores the importance of capacity building specifically in the area of staffing. In 2014, Delaware ranked 38th in the number of full-time equivalent library staff members per 10,000 population (3.57 FTE per 10,000 population). It is to the credit of staff in Delaware libraries that public libraries rank higher in service measures such as circulation per capita and visits per capita (29th and 28th respectively) than in income per capita (36th).

Delaware's dream of helping the state "become an even more vibrant and prosperous place where all dreams are realized" fits well with the IMLS focus on end-user outcomes. DDL and the public library community have placed great emphasis on transitioning libraries from being "transactional" to being "transformational." It is in this spirit that DDL's shorthand vision of "we help libraries evolve" is carried out.

That said, Delaware has been aggressive in promoting the availability and ease of access to e-content. The Delaware Library Catalog serves as far more than a location and resource sharing tool. It has also become the platform to access a wide variety of e-content, and usage of e-materials has increased to well over a half-million items in a few short years. However, it is recognized that a greater investment in e-resources is needed to address long reserve lists and the public's craving for instant gratification.

The recently concluded *Delaware School Libraries Master Plan* (developed in part using LSTA funds) revealed significant deficiencies in the state's school libraries. The *Delaware School Libraries Master Plan* builds on decades of solid research that documents the strong correlation between quality school libraries and student achievement in multiple areas including reading and writing. The *Delaware School Libraries Master Plan* provides recommendations for staffing, content and access, governance and infrastructure, and assessment and accountability. The study also identifies potential gains that would likely occur in student performance, graduation rates, and equality of educational opportunities if the recommendations were adopted. Although implementing the changes needed in Delaware's school libraries will depend on state education and district funding, LSTA funds may continue to play a role in planning and development.

In short, Delaware's libraries continue to face several significant challenges. These challenges include:

- serving a growing population,
- serving a more diverse population,
- serving individuals lacking basic literacy skills,
- serving disadvantaged individuals and those with special needs,
- serving a rapidly growing senior population,
- serving the needs of the under-employed/unemployed,
- addressing an increasing demand for e-content,
- positioning libraries as technological leaders,
- addressing the pressing need for quality school libraries and,
- meeting challenges related to meager local support for public and school libraries.

PLAN STRUCTURE

The Plan that follows is structured to align directly with IMLS' Measuring Success focal areas. The three goals that are included in the plan address the INSTITUTIONAL CAPACITY, INFORMATION ACCESS, and LIFELONG LEARNING focal areas. To further achieve alignment with Measuring Success, the "intents" under these three focal areas have been adopted as the plan's primary objectives. For example, the INSTITUTIONAL CAPACITY focal area "improve the library workforce" intent is reflected in the plan as "To improve the library workforce."

APPENDIX A (Delaware Libraries Strategy Map) provides a visual summary of the plan and presents the strategies identified to implement the plan using a "Balanced Scorecard" approach. Balanced scorecard planning recognizes that the successful implementation of a plan requires attention to several different aspects (or perspectives) of each goal. Five perspectives are included in DDL's adaptation of the balanced scorecard model. They are:

- Financial & Governance
- Staffing
- Organizational Effectiveness
- Products & Services
- Customer

The planning model addresses how the activities under the goal will be funded and under what authority (FINANCIAL & GOVERNANCE), human resources needs (STAFFING), efficiency and best practices (ORGANIZATIONAL EFFECTIVENESS), the characteristics/nature of products and services that are delivered (PRODUCTS & SERVICES), and the potential impacts on the end-user of the products and services (CUSTOMER). The plan outlines specific strategies that will be used to ensure success under each goal and under each perspective.

A number of universal or high-level strategies that apply across all three goals have also been identified. The reader will find that these high-level strategies are listed under each of the objectives. The high-level strategies are:

- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

GOALS AND PROJECTS

PRIORITIZATION OF GOALS

It is very difficult to prioritize the goals in the 2018 – 2022 LSTA plan. This is because the ultimate desired outcomes of the plan are closely related to lifelong learning while accomplishing the desired outcomes is heavily dependent on building library capacity and providing access to information. It is due to this dependency that Goal 1 (Institutional Capacity) is given the highest priority in the plan. The rationale for this decision is that DDL and Delaware libraries must first address institutional capacity and information access concerns if it hopes to be successful in fulfilling its lifelong learning objectives. Furthermore, building institutional capacity directly or indirectly addresses _ALL_ of the challenges identified in the Needs Assessment section of the plan.

GOAL 1: INSTITUTIONAL CAPACITY – All Delawareans are served by online services and local libraries that are technologically advanced and employ knowledgeable and community-focused staff members who incorporate the best professional practices to deliver high quality library services.

Goal 1 addresses six of the challenges identified in the Needs Assessment section of the plan. These include:

- serving a growing population,
- serving a more diverse population,
- serving individuals lacking basic literacy skills,
- serving a rapidly growing senior population,
- serving the needs of the under-employed/unemployed,
- positioning libraries as technological leaders,

Goal 1 is congruent with LSTA Purposes 2 (promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States) and 6 (enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services) as well as LSTA Priorities 3 (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 5 (develop public and private partnerships with other agencies and community-based organizations).

Goal 1 Objective 1 (1.1)
To improve the library workforce
(IMLS Measuring Success Institutional Capacity Intent 1)

Goal 1 Objective 1 Potential Projects:
    Project: Professional Development
        Potential Activities:
            Basic Skills Training
            Technology Training
            Customer Service Training
            Leadership Training
            LibGuides

The purpose of the Delaware Division of Libraries' (DDL) professional development initiatives is to streamline work and provide a consistent level of service at libraries throughout the state. Activities undertaken to achieve this goal include ongoing professional development opportunities for Delaware library staff provided using a variety of mechanisms ranging from on-site face-to-face training, synchronous and asynchronous virtual sessions, Library Town Meetings, and one-on-one assistance. LSTA funds will support planning, evaluation, and implementation of some of these offerings. Both DDL staff and contracted staff development providers will be used to deliver educational content. Professional development activities will take place throughout the entire period funded using FFY 2018 – FFY 2022 LSTA funds. See APPENDIX A for a crosswalk with Measuring Success focal areas and intents.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Goal 1 Objective 1 Strategies:

Strategy 1.1.1
Expand access to staff development opportunities for library workforce

Strategy 1.1.2
Improve basic library skills of library workforce

Strategy 1.1.3
Improve the level of technological expertise in the library workforce

Strategy 1.1.4
Improve the leadership skills of the library workforce

Strategy 1.1.5
Improve the level of customer service skills in the library workforce

Goal 1 Objective 2
To improve library's physical/technological infrastructure
(IMLS Measuring Success Institutional Capacity Intent 2)

Goal 1 Objective 2 Potential Projects:
Project: Information Technology Support

The purpose of the Delaware library network is to allow every Delawarean access to a fast, reliable network and to support the statewide technology infrastructure that includes the Integrated Library System (ILS). LSTA funds are used to support the management and operation of the Delaware library network and access to the Delaware Library Catalog that includes all public libraries in the state and some academic, school, and special libraries. The network provides all Delawareans with access to the holdings of all of these libraries and to e-content. IT activities will take place during the entire five-year period during which FFY 2018 – FFY 2022 LSTA funds will be expended.

Project: State Technology Infrastructure Funds
(COMBINED LSTA & STATE FUNDING)

State Technology Infrastructure funds are used to provide the technology backbone used to support Internet and wireless access as well as the computers used on the network. The Delaware library network enables every public library in Delaware to participate in one of the fastest high-speed broadband systems in the nation. All public libraries in Delaware have at least 100mbs, with 13 libraries at 1Gbps and two libraries at 10Gbps. A single network infrastructure allows consistency of service among all

public libraries in the state, economy of scale savings, and greater technology reliability. State Technology Infrastructure Fund activities will take place during the entire five-year period during which FFY 2018 – FFY 2022 LSTA funds will be expended.

Project: State Capital Projects Facilities Funding
(STATE & LOCAL FUNDING ONLY)

The State of Delaware vigorously supports the development of quality public library facilities through State Capital Projects Facilities funding. The State provides funds for planning facilities and up to one-half of construction costs. Local funds must be provided as a match to qualify for State funding. Over the course of the last decade, more than half of Delaware's public libraries have been rebuilt or expanded to meet modern standards and library service needs. It is anticipated that funding for this program will continue through the five-year period covered by the 2018 – 2022 plan. DDL staff assistance is provided in planning new and expanded facilities.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Goal 1 Objective 2 Strategies

Strategy 1.2.1
Improve customer experience

Strategy 1.2.2
Maintain and enhance technological infrastructure

Strategy 1.2.3
Enhance functional capacity of library facilities

Strategy 1.2.4
Implement new technologies that enhance organizational effectiveness

Strategy 1.2.5
Enhance the efficiency of library facilities

Goal 1 Objective 3
To improve library operations
(IMLS Measuring Success Institutional Capacity Intent 3)

Goal 1 Objective 3 Potential Projects:
Project: Delaware Partners (formerly Community Resources Exchange)

Delaware Partners (formerly Community Resources Exchange) is a longstanding effort on the part of the Delaware Division of Libraries to encourage the role of public libraries in developing and utilizing human networks. The program was established by DDL in 2008 and now consists of a collaborative effort of more than 130 organizations focused on strengthening services to Delawareans by coordinating information exchange through public libraries. The Delaware Partners program provides a platform for collaboration as well as for programming content for Delaware's libraries. While the LSTA funding that will be devoted to the coordination of this program has been and will be modest, the program was shown to be impactful in the 2013 – 2017 LSTA evaluation. It is anticipated that this project will continue throughout the period covered by the 2018 – 2022 LSTA Plan.

Project: Library State Standards Aid
(STATE FUNDING ONLY)

State funds are used to support a state-aid program to public libraries. Funding is awarded based on a formula that factors in a library's service population and local operational support for library services. Library State Standards Aid is expected to continue throughout the 2018 – 2022 timeframe.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Goal 1 Objective 3 Strategies

Strategy 1.3.1
Improve customer experience

Strategy 1.3.2
Provide technological tools that increase staff productivity/efficiency

Strategy 1.3.3
Ensure excellence in library performance

Strategy 1.3.4
Identify and implement best practices

GOAL 2: INFORMATION ACCESS - All Delawareans have convenient access to the quality information resources they need to succeed in school and at work and to fulfill their personal goals.

Goal 2 addresses _ALL_ of the challenges identified in the Needs Assessment section of the plan. These include:

- serving a growing population,
- serving a more diverse population,
- serving individuals lacking basic literacy skills,
- serving disadvantaged individuals and those with special needs,
- serving a rapidly growing senior population,
- serving the needs of the under-employed/unemployed,
- addressing an increasing demand for e-content,
- positioning libraries as technological leaders,
- addressing the pressing need for quality school libraries and,
- meeting challenges related to meager local support for public and school libraries.

Goal 2 is congruent with LSTA Purpose 4 (encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public) and 7 (ensure the preservation of knowledge and library collections in all formats) as well as 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 improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services), and 7 (target library and information services to persons having difficulty using a library).

Goal 2 Objective 1 (2.1)
To improve library users' ability to discover information resources
(IMLS Measuring Success Information Access Intent 1)

Goal 2 Objective 1 Potential Projects:
        Project: Delaware Library Catalog
             Potential Activities:
                    Public Library Participation
                    School Library Participation
                    Other Type Library Participation

The Delaware Library Catalog has become what is arguably the finest, most comprehensive statewide resource sharing system in the nation. The single statewide ILS allows all types of libraries in Delaware to streamline their processes, engage in collaborative collection development, and to participate in interlibrary loan and other resource sharing activities in a highly efficient way. For the public, the Delaware Library Catalog means "one-stop shopping"! The catalog is the single point of entry to content that includes print books and other print materials, non-print media, e-books and e-audiobooks, databases, electronic magazines, and digitized historical content.

The Delaware Library Catalog has now operated on a statewide basis for over five years. Participants in the system include all 33 public libraries, 2 bookmobiles, the four Delaware Technical and Community College libraries, the Wesley College Library, Wilmington University collections, and 8 school libraries, plus 13 special libraries. The catalog currently includes more than 2.4 million (2,418,240) items. The catalog is at the center of efforts to engage all types of libraries and to provide the public with unparalleled access to a vast array of resources. The recently completed *Delaware School Libraries Master Plan* strongly recommends the inclusion of all public school libraries in the catalog and proposes using state education funds to accomplish the task.

It is anticipated that all public libraries will continue to participate in the Delaware Library Catalog and that some additional school libraries will join the consortium during the period covered by the 2018 – 2022 LSTA Plan. LSTA funding accounts for only a portion, albeit a critical portion, of the funding of the Catalog. The Delaware Library Catalog project will continue through the entire period covered by the 2018 – 2022 LSTA Plan.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Goal 2 Objective 1 Strategies:

Strategy 2.1.1
Provide seamless access to finding information resources

Strategy 2.1.2
Improve interfaces used to access electronic resources

Strategy 2.1.3
Improve/enhance functionality of technology tools

Strategy 2.1.4
Increase staff awareness of capabilities of information/resource finding tools

Goal 2 Objective 2 (2.2)
To improve library users' ability to obtain and/or use information resources (IMLS Measuring Success Information Access Intent 2)

Goal 2 Objective 2 Potential Projects:
Project: Delaware Library Access Services
Potential Activities:
Primary Service Delivery
Outreach Efforts

Delaware Library Access Services (DLAS) provides books in Braille and audio books in accessible formats for the blind and physically handicapped residents of Delaware. LSTA funds will be used to support some staffing and operational costs of the program. Print impaired individuals will gain access to a wide variety of materials that add to their knowledge as well as meeting recreational reading needs. It is anticipated that this project will continue throughout the period covered by the 2018 – 2022 LSTA Plan.

Project: Library Resources/Content
Potential Activities:
Overdrive
Flipster
Online resources
LibGuides

The Delaware Library Catalog serves as the portal for public access to a wide variety of e-content. Funding for much of the content comes from State and local sources; however, LSTA funds are used to introduce new e-content elements and to supplement State and local funding for e-content to ensure timely access to materials. It is anticipated that LSTA funds will continue to play a role both in piloting new e-content services and in supplementing resources during the entire five-year period covered by the 2018 – 2022 LSTA Plan. The provision of e-content will benefit library users throughout the state by delivering a wide-variety of informational, educational, and recreational resources.

Project: Delaware Heritage Collection

The Delaware Heritage Collection represents a concerted and growing effort to preserve Delaware's history and to make it readily accessible to all. The project currently includes 26 participating organizations including libraries, archives, museums, and historical societies. Additional partners are actively being sought. During the five years included in the 2018 – 2022 LSTA Plan, DDL hopes to identify an aggregator, establish a Digital Public Library of America (DPLA) hub, and increase both the number of items digitized and increase public access to resources. DDL anticipates that it will continue to serve a coordinating function. The full implementation of this effort will benefit students, researchers, and the general public for many generations to come.

Project: Delaware Reference/Information Services
Potential Activities:
Ask a Librarian Delaware
Other reference/information access activities

The Ask a Librarian Delaware program, like virtual reference services in many other states, has evolved in a variety of ways. The focus of reference service efforts has shifted and is shifting from finding discrete facts in response to inquiries to working with library customers to develop broader information-seeking strategies designed to help individuals get things done that address their needs. It is anticipated that coordinated/ enhanced reference services will continue to be provided in partnership with local libraries with DDL using LSTA funds to support and coordinate efforts.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer

- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Goal 2 Objective 2 Strategies:

Strategy 2.2.1
Enhance access to statewide resources

Strategy 2.2.2
Enhance accessibility of resources to individuals with special needs

Strategy 2.2.3
Expand access to electronic resources

Strategy 2.2.4
Expand access to specialized resources for print impaired users

GOAL 3: LIFELONG LEARNING – All Delawareans reach their full potential in the 21st century.

Although Goal 3 is third in priority among the goals, its importance cannot be understated. As was noted in the earlier section on the prioritization of the goals, outcomes related to LIFELONG LEARNING are the ultimate purpose of the Plan. The INTSTITUTIONAL CAPACITY (Goal 1) and INFORMATION ACCESS (Goal 2) goals are means to enabling individuals to reach their personal lifelong goals.

Goal 3 addresses _six_ of the challenges identified in the Needs Assessment section of the plan. These include:

- serving a growing population,
- serving a more diverse population,
- serving individuals lacking basic literacy skills,
- serving a rapidly growing senior population,
- serving the needs of the under-employed/unemployed, and,
- addressing the pressing need for quality school libraries.

Goal 2 is congruent with LSTA Purpose 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) as well as 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 improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services), 6 (target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.)

Goal 3 Objective 1 (3.1)
To improve users' learning and education
(IMLS Measuring Success Lifelong Learning Intent 1)

Goal 3 Objective 1 Potential Projects:
Project: School Library Planning and Development

DDL increased its involvement with the school library community through its support (in part using LSTA funds) for the development of the *Delaware School Libraries Master Plan*. While the implementation of the recommendations of this Plan are highly dependent on securing State education funding, LSTA funds may be used during the course of the 2018 – 2022 period to continue planning and development efforts related to the improvement of school libraries.

Project: School Library Infrastructure and Services

As was noted above, the implementation of the *Delaware School Libraries Master Plan* is highly dependent on securing State education funds. The Plan includes recommendations for increased staffing, funding to improve the quantity and quality of information resources, enhanced access to resources (including school library participation in the Delaware Library Catalog), and a variety of governance, infrastructure, assessment, and accountability steps that will need to be in place in order for improvements to be implemented. Although implementation will likely take an extended period of time, the Master Plan components promise to transform school library service and would result in higher student performance.

High Level Strategies
- Improve quality of life
- Expand customer base
- Increase value to customer
- Leverage technology to maximize efficiency
- Improve user-friendliness of library staff
- Optimize effectiveness of Delaware Partners efforts
- Use resources efficiently
- Diversify revenue streams

Strategy 3.1.1
Increase coordination with the K-12 community

Strategy 3.1.2
Increase coordination with the higher education community

Strategy 3.1.3
Enhance workforce readiness of customers/clients

Strategy 3.1.4
Increase relevance of resources

Strategy 3.1.5
Continue to integrate Delaware Partners into programs and services

Strategy 3.1.6
Increase staff knowledge of curriculum/student needs

Goal 3 Objective 2 (3.2)
To improve users' general knowledge and skills
(IMLS Measuring Success Lifelong Learning Intent 2)

Goal 3 Objective 2 Potential Projects:
Project: Delaware Libraries Inspiration Space
Potential Activities:
Job/Career Assistance
Micro-Business
MakerSpaces
Literacy

The Delaware Libraries Inspiration Space (IS) is an ongoing project that provides staffed community spaces where people can learn and collaborate. A wide range of topics, including entrepreneurship/small business support, digital literacy, basic technology training, maker space activities, jobs/careers, and general lifelong learning pursuits, are facilitated and encouraged. The mission of IS is to help people find their next step – whatever that step might be. For some the next step may be self-directed study; for others, pursuing formal education may be the next step. Some prepare for an upcoming job interview while others need help in figuring how they can *get* a job interview. IS is about enriching, empowering, and inspiring individuals through the provision of traditional and innovative resources ranging from books and computers to 3D printers and testing software.

It is anticipated that the Delaware Libraries Inspiration Space project will continue throughout the five-year period included in the 2018 – 2022 LSTA Plan; however, the nature and range of specific activities is likely to evolve to match the needs of

individuals. It is also likely that additional elements of the program will be extended beyond the three primary sites for the program to achieve an even greater statewide impact on employment, entrepreneurship, and creative activities.

> Goal 3 Objective 2 Potential Project 2:
> **Project: Lifelong Learning**
> > Potential Activities:
> > > Summer Library Reading Program
> > > Summer Library Reading Program – STREAM
> > > Dewey Delaware
> > > Delaware Center for the Book/National Book Festival
> > > Other Literacy Initiatives

As was stated above, the ultimate desired outcomes of the plan are closely related to lifelong learning. It is anticipated that, as in the past, a wide variety of lifelong learning activities will take place over the course of the five years covered by the 2018 – 2022 five-year LSTA Plan. Specific activities undertaken will target different audiences, ranging from pre-school children to seniors. Ultimately, the intent of lifelong learning activities is to have the widest possible impact on all Delawareans.

In most instances, DDL's role (and the role of LSTA funding) in supporting lifelong learning activities will be indirect in that local libraries will be implementing summer reading, STREAM, and adult programming activities. However, LSTA dollars and DDL will play a vital part in supplying resources, assisting in the development of programs that can be shared among libraries, and tracking the results of local efforts.

> High Level Strategies
> - Improve quality of life
> - Expand customer base
> - Increase value to customer
> - Leverage technology to maximize efficiency
> - Improve user-friendliness of library staff
> - Optimize effectiveness of Delaware Partners efforts
> - Use resources efficiently
> - Diversify revenue streams

> Strategy 3.2.1
> Promote early literacy

> Strategy 3.2.2
> Promote family and adult literacy

> Strategy 3.2.3
> Expand lifelong learning opportunities

Strategy 3.2.4
Continue to integrate Delaware Partners into programs and services

Strategy 3.2.5
Increase "portability" of library programs

Strategy 3.2.6
Increase library staff knowledge of early childhood education concepts

Strategy 3.2.7
Increase library staff knowledge of adult learning

CROSSWALK WITH MEASURING SUCCESS FOCAL AREAS AND INTENTS

See APPENDIX A (Delaware Division of Libraries Strategy Map) for a crosswalk with the IMLS Measuring Success focal areas and intents.

EVALUATION PLAN

Delaware has an advantage over many other states in the collection of performance measures in that all public libraries as well as some academic, school, and special libraries are participants in the Delaware Library Consortium and share an integrated library system (the Delaware Library Catalog). This provides the Delaware Division of Libraries with a single, significant source of highly reliable comparable data. Furthermore, DDL has developed specific reporting mechanisms (using the Delaware Library Catalog and other sources) that track progress toward goals for both state-funded and LSTA-funded initiatives. One example is "Dewey Delaware" data that monitors not only collection use by Dewey category, but also tracks programming and reference activity using Dewey as a convenient tool for measuring the breadth and scope of library service offerings.

Delaware's basic evaluation plan is built around the Library Assessment/Business/Logic Model shown below that attempts to link input, output, and outcome/community indicator measures.

Dewey/Maslow Framework, Logic Model
FY2016

Delaware Libraries

Library Outcomes and Community Indicators

Library Outcomes	000 Computers & eBooks	100 Philosophy & Psychology	200 World Religions	300 Social Services	400 Language	500 Science	600 Applied Science	700 Arts & Recreation	800 Literature	900 History & Geography
Patron Reports / Satisfaction Surveys	↑ Staff Tech Knowledge			↑ Partner # and Variety	↑ SLRP Participant Rate	↑ STEM programs	Help patrons find jobs	↑ Arts Programs	↑ Passion for Reading	↑ Historical Awareness
TRANSFORM				↑ College Graduates			↑ New Industries			
INSPIRE						↑ STEM innovation	↑ New Inventions	↑ Interest in Arts		
LEARN					↑ K12 Reading Scores	↑ K12 Math Scores				
CONNECT				↑ Voter Participation				↑ Cultural Participation		↑ Museum Attendance
FIND	↑ Access to internet	↑ Mental Health Info		↓ Uninsured Rate	↑ Adult Literacy Rate		↑ Job Resources			

Outputs — Patron Use Measures

Data Type	Data Sources	000	100	200	300	400	500	600	700	800	900
Collection — Circulation	550 Total Circulation; 551 Child Circulation; 552 Child eCirculation; ??? dBase Usage	37,448	55,777	48,672	165,059	25,724	131,341	256,741	149,670	3,603,522	264,012
Services — Program Attendance	603 Total Attendance; 604 Child Attendance; 605 YA Attendance	2,605	2,090	38	6,617	8,649	2,213	20,473	33,836	30,332	3,043
Reference	502 Reference	161,163	5,361	4,125	14,833	4,336	6,874	24,293	15,574	116,925	18,163

Inputs

Data Type	Data Sources	000	100	200	300	400	500	600	700	800	900
Collection — Collection	450 Print Books; 451 eBooks; 452-455 A/V; 458 Lic Databases	20,430	33,292	35,799	141,132	14,435	76,723	146,316	99,659	1,067,417	217,729
Services — Programs	600 Total Programs; 601 Children's; 602 Young Adult	1,165	322	19	1,526	959	311	2,827	4,135	4,034	314
HR — Professional Development	Prof. Development (Attended)	575	-	-	123	-	4	168	-	100	19

DEWEY: 000 Computers & eBooks | 100 Philosophy & Psychology | 200 World Religions | 300 Social Services | 400 Language | 500 Science | 600 Applied Science | 700 Arts & Recreation | 800 Literature | 900 History & Geography

The model also looks at capacity and strategic measures that mirror the IMLS Measuring Success INSTITUTIONAL CAPACITY intents.

The Library Assessment model will be further refined to reflect changes and enhancements to the programs and services included in the ***Library Services and Technology Act Five-Year Plan for 2018 – 2022.***

The Delaware Division of Libraries will also use the period between June 2017 and the beginning of FFY 2018 to identify other baseline measures that can be used to evaluate specific projects.

STAKEHOLDER INVOLVEMENT

Primary stakeholder involvement in the ***Library Services and Technology Act Five-Year Plan for 2018 – 2022*** has been achieved through a web-based survey that was available to the library community from February 20 – March 10, 2017. Additional input was received through a series of telephone interviews with a sample of key stakeholders identified by the Delaware Division of Libraries. These interviews were also conducted in February and March of 2017.

The Delaware Council on Libraries (COL) served as the primary sounding board for the plan. An extended facilitated session of the Council devoted a four-hour block of time to LSTA planning and included participation from the broader Delaware library community. A follow-up two-hour planning session with the COL was held on May 4, 2017, to review

a draft outline of the planning document. The ***Library Services and Technology Act Five-Year Plan for 2018 – 2022*** was subsequently presented to the broader library community at the June 1, 2017, Library Town Meeting (LTM).

COMMUNICATION AND PUBLIC AVAILABILITY

By virtue of its small size and limited number of library entities, Delaware enjoys a great advantage over most states in its ability to engage stakeholders. Periodically scheduled Library Town Meetings provide regular opportunities for interaction with public library stakeholders (both staff and library trustees) as well as with some representatives of academic, school, and special libraries. Regularly scheduled meetings of two official bodies (the Delaware Council on Libraries and the Delaware School Libraries Council) afford additional opportunities to discuss issues related to library service needs and the LSTA program.

The Library Town Meetings as well as the periodic meetings with the Delaware Council on Libraries and the Delaware School Libraries Council will be key elements in Delaware's efforts to communicate information about its LSTA program with stakeholders. Discussion with the Council on Libraries (with participation of the broader library community) has been an essential element in the development of the ***Library Services and Technology Act Five-Year Plan for 2018 – 2022***.

A summary of the 2018 – 2022 LSTA Plan was presented at the June 1, 2017, LTM session and regular updates on progress will keep the library community "in the loop" regarding progress toward the Plan's goals. Print copies of the full Plan will be available upon request and the Plan will be available online through the DDL website (http://libraries.delaware.gov/). All members of the Delaware Council on Libraries will also receive print copies of the 2018 - 2022 Plan and COL members will receive periodic updates on LSTA-funded activities at their regularly scheduled meetings.

MONITORING

Delaware's implementation of its ***Library Services and Technology Act 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, requirements for completion of State Program Reports and a five-year evaluation.

Procedures are outlined in 2 CFR 200.327-332

- 2 CFR 200.327 – Financial Reporting
- 2 CFR 200.328 – Monitoring and Reporting Program Performance
- 2 CFR 200.329 – Reporting on Real Property
- 2 CFR 200.330 – Subrecipient and Contractor Determination
- 2 CFR 200.331 – Requirements for Pass-Through Entities
- 2 CFR 200.332 – Fixed Amount Subawards

ASSURANCES (See Appendices)

The following assurances are attached in the Appendices section:

- Program Assurances for 2018 Grant Award (Includes Compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying Requirements)

- Assurances of Non-Construction Programs

- State Legal Officer's Certification of Authorized Certifying Official

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

Delaware Libraries Strategy Map
Measuring Success Goals, Intents/Objectives

GOAL 1
Institutional Capacity

Improve library:
- Workforce
- Physical & Technical Infrastructure
- Operations

GOAL 2
Information Access

Improve Patrons:
- Ability to find & use information resources

GOAL 3
Lifelong Learning

Improve Patrons:
- Formal education, general knowledge and skills

Balanced Scorecard Perspective

Customer

Enhance quality of life, expand patron base, and increase value to the patron

Enhance customer service & experience	Provide seamless access to finding information resources

Enhance access to statewide resources

Enhance accessibility to individuals with special needs

Increase coordination with:
- K-12 community
- Higher education community

Enhance:
- Workforce readiness (Patrons)

Promote:
- Early literacy
- Family & adult literacy

Products & Services

Expand staff development opportunities

Maintain & enhance technological infrastructure

Provide technological tools to increase staff productivity/efficiency

Improve interfaces used for access to electronic resources

Expand access to electronic resources and specialized resources for print-impaired users

Increase relevance of resources

Expand Lifelong Learning opportunities

Continue to integrate DE Partners into programming and services

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Organizational Effectiveness

Leverage Technology to Maximize Efficiency

Enhance functional capacity of library facilities

Implement new technologies to enhance organizational effectiveness and efficiency

Identify & implement best practices

Ensure excellence in library performance

Improve/enhance functionality of technology tools

Increase "portability" of library programs

Staffing

Improve user-friendliness of library staff

Improve:
- Workforce skills
- Technological expertise
- Leadership skills
- Customer service skills

Enhance efficiency of facilities

Increase staff awareness of capabilities of information resource finding tools

Increase knowledge of:

Curriculum/student needs

Early childhood education needs

Adult learning needs

Financial & Governance

Optimize effectiveness of DE Partners, diversify revenue streams, and use resources efficiently

May 2017