

IOWA LIBRARY SERVICES STATE LIBRARY OF IOWA

*Library Services Technology Act (LSTA)
Grants to States Implementation Evaluation*

FFY 2018 – FFY 2022





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I. Evaluation Summary

The State of Iowa Library receives Federal Library Services and Technology grant funding that partially funds the State Library of Iowa's five-year strategic plan.

As required, an independent evaluation of the State Library's execution of their *Five-Year Plan for 2018 – 2022* has been conducted in accordance with the *Guidelines for IMLS Grants to States Five-Year Evaluation*. This report details the major findings of the evaluation.

Conclusions:

Overall, the State Library of Iowa **achieved** all three goals as set forth in the five-year strategic plan. Specifically, these goals are:

- ☑ **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.
- ☑ **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.
- ☑ **Lifelong Learning:** All Iowans learn to be productive 21st century citizens.

Achievement of these goals necessitated being successful across various projects and activities. While the five-year plan was ambitious, and not all projects and activities could be addressed, data demonstrates public libraries across Iowa have collectively improved in all three goal areas, and most of the projects and activities have been completed or have advanced.

The COVID-19 pandemic emerged during the Five-Year plan period and disrupted nearly every sector, including libraries. Examples of library disruptions were dramatic drops in both library visits and physical circulation, but also increases in downloads and database uses. The evaluators considered these unexpected events when reaching the above conclusions. At the time of this report, libraries have largely re-opened but traffic and total uses continue to be at reduced levels compared to before the pandemic.

The conclusions of the evaluation were reached after a multi-month process of interviewing stakeholders, surveying public libraries, reviewing / analyzing State Program Reports (SPRs), Public Library Surveys (PLS), and other documents and records as listed in Appendix C.

Major Findings:

Section II of this report details progress made on the significant activities and projects laid out in the Library's Five-Year plan. Below is a summary of the major findings that led to the evaluators' conclusions:

- The State Library was rated either '*excellent*' or '*good*' (the top two options) by 94% of Iowa's public library directors who responded to an Evaluation Survey. Eighty-one percent (81%) of Iowa's 553 public libraries responded to the survey.
- Outcome and use data show the major functions of the library system are doing well:
 - Library total uses (including physical uses, downloadable uses, and database access) are reasonably steady despite some significant decreases during the pandemic. Downloadable material (including audiobooks, books, magazines, and videos) plus database use had uptrends that partially offset downtrends in physical circulation.
 - The number of accredited public libraries grew during the evaluation period. Accredited libraries provide a higher level of service to their patrons. The State Library accreditation standards provide a tiered system that motivates libraries to continuously improve. A portion of federal and state funding for individual libraries is linked to their accreditation level.
 - Continuing education attendance from staff, administrators, and trustees of public libraries saw solid growth during the evaluation period. We view this as a leading indicator toward future positive outcomes for Iowa's libraries.
 - The number of interlibrary loans throughout Iowa was steady during an era of decreasing physical circulation. Had the interlibrary system not operated well, physical circulation would have been further adversely impacted. The new statewide delivery system, *IA Shares*, has been applauded by libraries for helping get patrons the materials they seek in a timely manner.
 - Iowa's job seekers and learners (primarily students) took increasing advantage of the online training resources recently introduced by the State Library.

Looking at the evaluation data in aggregate, several opportunities emerged that, if addressed, would likely benefit Iowa libraries in the future:

- Overall, communication with the 543 public libraries could be more effective. Libraries repeatedly noted not being aware of certain offerings from the State Library or being unprepared for changes in service offerings. While this is hard to track over time, recent examples of communication lapses were frequently cited.

Although progress was made on the library communication front (e.g., Library Talk, the new State Library website, etc.) progress is still needed. For these reasons, the

Library Communication project (2.3.5) in the Five-Year Plan can only be considered partially achieved.

- There are opportunities for the State Library to be a more data-driven organization. 'Use data' for many of the State Library's offerings were difficult to locate and not available in some instances. We recommend establishing and tracking Key Performance Indicators (KPIs) for the important elements of the State Library's offerings. KPIs could be helpful in the next Five-Year plan and can help with the prioritization of the projects and activities that have the greatest impact.
- The outcome of 'incorporating digital literacy in programming' (project 3.3.2) was considered '*partially achieved*' upon evaluation of the activities as discussed below. Digital literacy and the digital divide are well documented quality of life concerns for lowans due to their ramifications on health, work, education, shopping, entertainment, etc. Broadband access to lowans is expected to grow considerably in the next few years. lowans that have the skill and technology to access the internet have ever-increasing opportunities to access education, jobs, healthcare, entertainment, etc. Technology skills are a critical part of lifelong learning. Libraries can play an important part in improving digital skills and providing access.

Retrospective Questions

A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

The three goals of Iowa's Five-Year plan can be characterized as aspirational and directional with outcomes that are difficult to measure. Most goals encompass the foundational offerings of libraries in general. From a macro perspective using the available data, the State Library made steady progress in achieving these goals. When comparing the Iowa Public Library Survey (PLS) data to that of other states, Iowa generally compares favorably on many high-level metrics.

Iowa has more libraries than any other state except for New York, Illinois, and Texas. Approximately 75% of Iowa's libraries serve a population of 2,500 or less. The annual turnover rate of library directors exceeds 10%. Given this context, it is challenging for the State Library to implement change quickly.

The Plan objective to create an incentive program to focus on specific priorities (see objective 2.2.4) was ambitious and there was inadequate staff and financial resources to develop such a program. There were considerable efforts to deploy a technology assessment tool which was partially successful and the tool was discontinued in 2021.

The State Library's objective to cultivate inclusivity of all community members was scaled back when the Iowa Legislature passed a bill in 2021 which limits what state agencies can cover in diversity training.

From early 2020 until the time of this report, libraries across Iowa and the State Library have been responding to the COVID-19 health crisis. The response to the crisis included business closings, mask mandates, social distancing, and increased levels of cleanliness. During the onset of the pandemic and before widespread vaccination, much of the library ecosystem was consumed with responding to the emergency.

A-2. To what extent did your Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?

The national focus areas of Information Access, Institutional Capacity, and Lifelong Learning correlate directly to the goals of Iowa's Five-Year Plan. Iowa integrated the Economic & Employment Development, Human Development, and Civic Engagement priorities into Iowa's Lifelong Learning goal.

The State Library has done a good job of addressing all the national priorities by virtue of leading an effective library system. Reviewing the Public Library Survey information, published by the IMLS, Iowa's non-federated library system compares favorably to other states on nearly all metrics.

A-3. Did any of the following groups represent a substantial focus for your Five-Year Plan activities? (Yes/No)

- Yes Library workforce (current and future)
- No Individuals living below the poverty line
- No Individuals that are unemployed/underemployed
- No Ethnic or minority populations
- No Immigrants/refugees
- No Individuals with disabilities
- No Individuals with limited functional literacy or information skills
- No Families
- No Children (aged 0-5)
- No School-aged youth (aged 6-17)

Process Questions

B-1. How have you used any data from the State Program Report (SPR) and elsewhere (e.g., Public Libraries Survey) to guide activities included in the Five-Year Plan?

State Program Reports, Public Library Survey results, and other survey data helped prioritize activities throughout the Five-Year plan cycle. Reflection on this information by the Library administration, staff, and Board of Commissioners aided in decision making. Numerous refinements occurred because of these reviews.

B-2. Specify any modifications you made to the Five-Year Plan. What was the reason for this change?

Some minor rewording for project activities occurred but no material modifications were made.

B-3. How and with whom have you shared data from the SPR and from other evaluation resources? How have you used the last Five-Year Evaluation to inform data collected for the new Five-Year Evaluation? How have you used this information throughout this five-year cycle?

SPRs and other evaluation materials, such as survey data, have been shared with the Library Staff, Administration, and Board of Commissioners. The Library's Annual Report featured the new strategic plan in 2018 and then featured the plan's progress in 2019.

Methodology Questions

C-1. Identify how you implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of an Independent Evaluator.

Through the Iowa Department of Administrative Services, the Library sought external bids to perform Evaluation in accordance with the IMLS Evaluation Guidelines. A qualified bidder with no connection to the State Library was selected. The consultant, Bâton Global, has a core competency in strategic planning including library planning. Bâton Global executed the evaluation using methods they deemed appropriate.

C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.

The evaluators referenced the State Program Reports, the Public Library Surveys, the Library Support Network reports, and similar quantitative data to establish context and trends. A public library survey was used to confirm the impact of the projects and activities of the State Library using quantitative and qualitative questions. (The survey was completed by 82% of Iowa's library directors.)

C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation. How did you engage them?

The State Librarian and the Library's Program Directors, including the LSTA Coordinator, were engaged in a kickoff and planning discussion. These individuals and other select Library Staff, Library Commissioners, public library directors, and members of the Iowa Academic Library Alliance (IALA) were confidentially interviewed about various topics of interest.

C-4. Discuss how you will share the key findings and recommendations with others.

The Evaluation will be shared with Staff, the Commission of Libraries, and other government agencies. The Evaluation will be published on the Library's and the IMLS's websites.

II. EVALUATION REPORT

INTRODUCTION

The Library Services and Technology Act (LSTA) directs State Library Administrative Agencies (SLAAs) to “independently evaluate, and report to the Director regarding, the activities assisted under this subchapter, prior to the end of the 5-year plan.” The State Library of Iowa serves as the State Library Administrative Agency for Iowa. The State Library contracted Bâton Global, a strategy advisory firm, to conduct this independent evaluation.

This evaluation has been conducted in accordance with the *Guidelines For IMLS Grants To States Five-Year Evaluation*. The evaluation period is for the four years of performance from FY2018 through FY2021.

LIBRARY CONTEXT

The State Library of Iowa can trace its history back to an 1838 Act of Congress, making it a territorial library. Once Iowa attained statehood in 1846, the territorial library officially transitioned into the role of a state library, with the original mission of providing service to the state government. Over the past 175 years, the functions of the State Library of Iowa have evolved greatly to include both the planning and development of services offered by the library at a statewide scale.

The Iowa Library Services was established following the merger of the Library Service Areas and the State Library of Iowa in 2011. In 2016, the Iowa Library Services went back to using the name of the State Library of Iowa. The State Library of Iowa operates as a segment of the Iowa Department of Education, with a focus on offering a broad scope of both services and programs for public libraries, academic libraries, and Iowans alike.

The state has a sizable number of public libraries (543), roughly equaling one library per 5,893 Iowans. In fact, Iowa has more public libraries than any other state with the exceptions of New York, Texas, and Illinois. The large number of libraries has led to many libraries being understaffed which increases dependency on the State Library for professional support services.

Iowa’s public libraries operate independently under local county or municipal and authority and are typically funded by a combination of property taxes, state funds, local ‘friends’ foundations, direct gifts, and IMLS grants. Most libraries governed by a board of trustees that are appointed by elected officials.

Staff turnover and experience is a challenge for Iowa Libraries. Table 1 below shows that approximately 10% of Iowa’s library directors turnover annually. New directors and staff

need onboarding training which puts additional demands on the State Library and impacts how quickly change can be affected.

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
IA Public Library Director Turnover	67	57	47	56	61

Table 1 – IA Public Library Director Turnover

RETROSPECTIVE QUESTIONS

Goal 1 - Information Access

Achieved

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 - Objectives

- 1.1 To improve the ability of Iowans to discover information resources
- 1.2 To improve the ability of Iowans to obtain and use information resources that enhance their lives

Goal 1 - FFY2018 - FFY2020 Expenditures

	LSTA Funds	Iowa Funds	Total Funds
Online Resources	2,256,994	222,854	2,479,848
State Data Center and Iowa Library Statistics	315,067	254,433	569,500
State Library Collection	544,974	564,950	1,109,924
State Library Digital Library Center	7,376	577,444	584,820
Statewide Delivery	396,385	32,689	429,074
Summer Library Programs	74,608	11,835	86,443
Information Access	3,595,404	1,664,203	5,259,608

Table 2: FY2018 - FY2020 Expenditures

Information Access accounted for 60% of the LSTA funds allocated in 2018, 2019, 2020 with the majority of those resources being directed to online resources.

Goal 1 - Highlighted Activities & Projects

- Bridges eLibrary
- Online Resources: Credo, Gale, Transparent Language, OCLC FirstSearch, Opposing Viewpoints, and Foundation Directory Online
- Iowa Heritage Digital Collection (IHDC)
- Iowa Library Statistics / Public Library Survey (PLS)
- Iowa Locator
- Iowa Publications Online (IPO)
- OCLC FirstSearch
- State Data Center (SDC)

Goal 1 - Scorecard

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
Total Circulation (PLS) (Physical + downloads)	26,420,064	25,213,422	24,401,402	27,089,002	19,748,066	16,865,174	
Physical Circulation (PLS)	24,649,563	23,340,360	22,240,205	21,618,556	16,510,053	13,116,310	
Downloadable Circulation (PLS)	1,770,501	1,873,062	2,161,197	2,787,340	3,238,013	3,748,864	
Total Database Uses (PLS)	n/a	2,826,782	2,711,924	2,689,607	2,891,474	2,819,110	
Total Uses (PLS) (Physical + downloads + Database uses)	n/a	28,040,204	27,113,326	29,778,609	22,639,540	19,684,284	
ILLs Sent	392,491	335,478	336,156	430,776	353,853	309,924	
Door Counts	17,644,068	17,153,194	16,579,432	16,342,567	11,748,322	5,545,956	

Table 3 – Scorecard KPIs for Information Access

(Note: FY2021 data is preliminary but is presumed to be substantially accurate.)

Table 3 is a scorecard for all Iowa libraries and is reflective of the information being provided to lowans through public libraries. Total library uses (line 5) have been steady over the period, assuming 2020 & 2021 is ignored due to Covid. There continues to be a downtrend in physical items (e.g. books, CDs, DVDs, etc.) loaned, while there's an uptrend of downloadable material. These trends mirror national behavior and were significantly accelerated by the COVID-19 social distancing requirements and stay at home orders.

Goal 1 - Discussion

Online Resources: Figure 1 shows Iowa's Library Directors 'Strongly Agree', 'Agree' or are 'Neutral' about whether online resources provided by the State Library improve service to the public. There were almost no Directors who 'Disagree' or 'Strongly Disagree'.

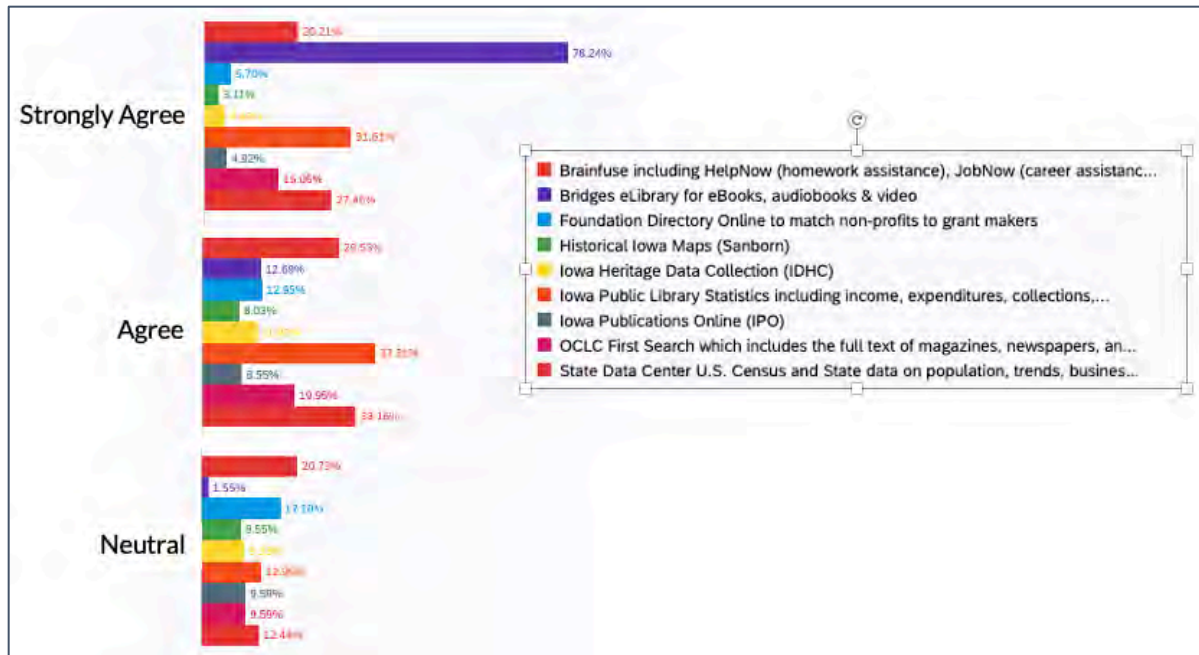


Figure 1 – Public Library Director Survey
 Response to: “This e-resource has improved library services to the public”

During the evaluation period, the State Library adjusted some of the online resource offerings. The Gale, Credo, and Transparent Language resources were discontinued due to a combination of financial considerations and low public use. Some public library Directors wish these online resources were still available, but many also acknowledged low public use. It is worth noting that academic libraries were larger users of Gale, Credo, and Transparent language. When the state discontinued the subscription for these services, a one-time \$100,000 grant was provided to the Iowa Academic Library Alliance to enable them to continue access to these services.

Bridges eLibrary: Bridges is an online resource for checking out eBooks, audiobooks, magazines, and videos. Cardholders of subscribing libraries checkout, download, and use these materials online.

Bridges has become an increasingly popular resource by lowans, as can be seen by the utilization statistics in Table 4 below. eBook use jumped by 15% from FY2019 to FY2020, as many library branches closed, and patrons were asked to stay at home during the COVID-19 pandemic. Aside from the pandemic’s effect, there has been a steady uptrend in the use of online books.

“My people would DIE without it.”
 - Library Director

Bridges is also the most popular online resource according to library Directors. Over 90% of Directors ‘Strongly Agree’ or ‘Agree’ that Bridges has improved their library’s service to the public.

“My patrons complain a lot about the difficulty in using this resource and the wait times.”
 - Library Director

A number of libraries did express concern about the wait times for titles, needing more titles, and a clunky user experience. These concerns are largely due to the increasing demand for the service.

	FY 2019	FY 2020	FY 2021
Member Libraries	451	468	468
eBook copies	49,451	59,781	57,638
eBook uses	n/a	1,069,258	1,225,118
Audiobook copies	22,530	27,360	31,079
Audiobook uses	n/a	793,588	891,644
Magazine titles	75	75	3,684
Magazine uses	n/a	48,862	76,636
Video titles	n/a	50	35
Video uses	n/a	2,055	3,446

Table 4 – Bridges Utilization

Iowa Heritage Digital Collection (IHDC) & Iowa Publications Online (IPO): The IHDC and the IPO collections are ongoing activities to develop collections of importance to Iowans over time.

The Iowa Heritage Digital Collection is an online repository of Iowa history and culture, maintained by State Library of Iowa, which brings together digital resources of Iowa libraries, museums, historical societies, and other cultural institutions to enhance access to and preserve long-term digital accessibility to valuable materials.

IPO is Iowa’s official repository for state agency publications intended for the citizens of Iowa. These include reports, newsletters, research results, guides, brochures, etc. State agencies are mandated per Iowa code to submit such publications, in any format, to the IPO.

The State Library continues year-over-year to maintain and improve these collections and promote participation from various organizations agencies. The continuous efforts to maintain and grow these collections has proven successful based on the ever-increasing number of sessions (unique visits) to their respective sites.

	FFY 2017	FFY 2018	FFY 2019	FFY 2020	FFY 2021
IHDC	28,527	33,065	36,238	50,536	52,587
IPO	32,782	31,010	34,426	39,320	45,204

Table 5 – IHDC & IPO Website Sessions

From a library perspective, many public library Directors commented in the survey that they were unaware of IHDC and IPO.

Iowa Library Statistics: The State Library administers the annual Public Library Survey (PLS) to Iowa public libraries and reports on the responses. Completion of the survey is

required as a criterion for receiving funding through the Enrich Iowa Program. Libraries across the state use these statistics to benchmark their libraries, substantiate budget requests and staffing needs, and otherwise inform library related topics.

According to Iowa’s library Directors, Iowa’s Library Statistics is a valuable resource of as shown in Figure 1 from the Public Library Survey. Despite the Directors’ appreciation for the resource, use of the resource is downtrending as shown in Table 6. The reason for the downtrend is not apparent although 2020 and 2021 were likely influenced by the pandemic. It is also plausible prior years information had already been downloaded and subsequent visits are only for the most recent year.

“I used (the library) statistics to build argument for expansion”
- Library Director

	FY 2018	FY 2019	FY 2020	FY 2021
PLS Pageviews	1,810	1,254	1,104	1,091

Table 6 – Iowa Library Statistics Webpage Views

OCLC First Search: This research tool gives users access to library materials around the world and conversely worldwide users access to materials held in Iowa libraries including the State Library. Participation in the OCLC and ILL is a requirement to qualify as an Iowa Tier 2 accredited library. OCLC is provided to Iowa libraries at no charge.

Library Directors frequently commented they were unaware of this research resource and occasionally commented on the need for training. Use of OCLC, as shown in Table 7, shows a downtrend although FY 2020 & FY 2021 would naturally have lower usage during the pandemic.

	FY 2018	FY 2019	FY 2020	FY 2021
Users	1,298	1,226	1,071	1,014
Sessions	NA	30,695	25,828	23,006
Searches	74,017	70,024	61,528	54,210

Table 7 – OCLC FirstSearch

State Data Center (SDC): The State Data Center of Iowa is a source for population, housing, business, and government statistics about Iowa, including data from the U.S. Census Bureau, Iowa state agencies, and other state and federal sources. Services include official U.S. Census Bureau demographic, social, economic, and housing statistics about Iowa; answers to quick data requests; providing custom data tabulations, thematic maps, statistical profiles of Iowa communities, and special population groups; and training on how to find and use these statistics.

Library Directors mentioned they used the SDC for their library’s purposes but mentioned it was lightly used by patrons. Some new library directors reported being unaware of the resource and some others mentioned they can get the same information directly from the US Census.

“I use this information for displays for specific months that have Iowa data to go along with them (African American History month display and including Iowa specific information of African Americans living in Iowa). I also use it for grants that I may write.”

- Library Director

The State Data Center’s use is reflected in Table 8 below. There were significant usage increases in FY 2020 and FY 2021. There are no confirmed reasons for the recent increases although the timing does align to the national 2020 elections.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Sessions	329,136	382,084	324,380	604,906	1,135,202

Table 8 – State Data Center Website Sessions

Goal 1 Question A1 – Extent of Progress

A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

Total library uses, inclusive of physical, downloadable, and database uses, were trending up prior the pandemic and then pulled back during the pandemic (see Table 3). During this time, physical circulation followed a national downtrend. When considered together, the State Library did a good job adjusting to the needs of Iowans. The on-going investments to expand the Bridges collection paid off significantly during the onset of the pandemic as downloads grew substantially.

A major theme from the evaluation survey was that some library Directors were unaware of the various online resources. Similarly, Directors requested related marketing materials. These promotion and communications comments came from both new and experienced Directors.

The discontinuation of Gale, Credo, and Transparent Language was decided upon by the State Library after conducting surveys and focus groups with the public libraries. Despite being involved in the decision-making process, many public libraries reported the transition was sudden and they weren’t adequately prepared for the change. Academic libraries felt they were omitted from the database selection process. These rough transitions made it difficult for libraries to transition patrons smoothly to other services.

Goal 2 – Institutional Capacity

Achieved

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 - Objectives

- 2.1 To improve the knowledge of library staff and boards so that Iowa libraries provide excellent service to their communities
- 2.2 To improve the physical and technological infrastructure of Iowa libraries
- 2.3 To Improve the processes and procedures in Iowa libraries
- 2.4 Strengthen library governance to improve library operations by understanding the various roles involved in running a public library in Iowa

Goal 2 – FFY 2018 – FFY 2020 Expenditures

	LSTA Funds	Iowa Funds	Total
Better Library Boards	36,145	233,273	269,418
Broadband Access	433	155,062	155,495
CARES Act Funding	273,684	0	273,684
Continuing Education and Certification	311,294	883,659	1,194,953
Library Boards	0	23,947	23,947
Library Communications	171,193	395,359	566,552
Library Consulting	6,734	2,172,192	2,178,926
Library Standards and Accreditation Program	80,782	31,684	112,466
Putting Libraries on the Web (PLOW)	168,761	460,412	629,172
SILO Inter-library Loan Program	200,022	1,532,730	1,732,751
Space Utilization Grants	13,033	8,577	21,610
Standards and Accreditation Program	48,827	1,066,390	1,115,217
Statewide Delivery	242,294	89,418	331,712
Tools for Increased Investment in Technology	491,472	67,851	559,323
Utilization Grants	5,500	13,105	18,605
Total: Institutional Capacity	2,050,172	7,133,658	9,183,831

Table 9: FFY2018 – FFY2020 Institutional Capacity Expenditures

Goal 2 – Highlighted Activities & Projects

- SILO Interlibrary Loan & IA Shares
- Continuing Education

- Public Library Accreditation (*In Service to Iowa*)
- Governance / Trustee Handbook
- Library Consulting
- Edge
- PLOW
- Library Talk
- WhoFi

Goal 2 – Scorecard

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
CE Attendance	3,974	3,485	3,494	5,713	13,496	7,002	
CE Sessions	150	113	191	385	645	658	
Board or Trustees Members CE Hours (starting Sept. 2020)	n/a	n/a	n/a	n/a	n/a	150	
# Accredited Libraries	353	349	350	363	373	379	
Libraries using PLOW	301	317	270	312	312	310	
Consultant Sessions (LSN)	2,933	3,274	3,400	2,910	2,374	10,266	
Site Visits (LSN)	617	344	316	461	271	152	

Table 10: Scorecard KPIs for Institutional Capacity Goal

Goal 2 - Discussion

State of Iowa Libraries Online (SILO) & IA Shares (statewide delivery): SILO offers resource sharing services, including the Iowa Locator statewide catalog and the SILO Interlibrary Loan System to all types of libraries in Iowa. SILO also offers hosted services including DNS, e-mail, e-mail lists, and web hosting to any public library with a high-speed Internet connection.

IA Shares is an interlibrary delivery service that can be used to move interlibrary loans and other materials between any public library in Iowa.

IA Shares was developed in 2018 and launched in 2019 with once-a-week service to all 543 Iowa public libraries. In FY 2021, the service was expanded to twice per week for every library.



KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
Physical Circulation (PLS)	24,649,563	23,340,360	22,240,205	21,618,556	16,510,053	13,116,310	
ILLs Sent	392,491	335,478	336,156	430,776	353,853	309,924	

Table 11: Interlibrary Loans (ILLs)

(Note: The FY2021 data highlighted in yellow is preliminary but is presumed to be accurate.)

Iowa’s interlibrary loans have roughly remained steady during the evaluation period. In contrast, however, physical circulation has been decreasing, as shown in Table 11. Comparing the circulation and the ILL count, it appears libraries are making good use of SILO and IA Shares to get the materials that patrons are requesting.

In the State Library Evaluation Survey, Library Directors were overwhelmingly positive about SILO and IA Shares. Over 84% of the Directors ‘strongly agreed’ these services improved library services to Iowans.

“This service makes books available for our patrons that we cannot provide. Especially valuable for specialized genres.”
- Library Director

A limited number of Directors expressed concern the SILO locator does not accurately reflect library holdings across the state – particularly multiple copies.

In the Evaluators’ opinions, SILO and IA Shares have significantly boosted library capacity.

Continuing Education: The State Library provides educational programs to develop library trustees, Directors, and staff. Participation in continuing education is encouraged through an endorsement program that recognizes libraries and staff that have met certain training thresholds.

Training was traditionally delivered using in-person courses which attendees had to take at specific times and typically required travel. During the evaluation period, an increasing number of courses were offered online, both synchronously and asynchronously. The online synchronous classes eliminated the need for travel and online asynchronous classes further allowed for self-scheduling and self-pacing.

During the evaluation period, participation in the State Library’s CE offerings showed steady growth, as shown in Table 12 below. 2020 was a standout year for continuing education, in part, because many individuals had ample discretionary time during the pandemic lockdowns and associated library closures. Pandemic aside, increased participation in CE is also a result of increased online courses and less in-person training.

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
CE Attendance	3,974	3,485	3,494	5,713	13,496	7,002	▲
CE Sessions	150	113	191	385	645	658	▲

Table 12: Continuing Education KPIs

In 2021, the State Library rolled out a new learning management system called IA Learns. The system provides for course enrollment, content management / delivery, and recording or credits. IA Learns provides visibility of where participants stand in accumulating CE credits and their progress towards receiving endorsements.

In the Evaluation Survey, approximately 80% library Directors ‘Strongly Agreed’ or ‘Agreed’ that Continuing Education (in general), the Endorsement Programs, and IA Learns improves library service to lowans. Since this may seem self-evident, it is insightful that, on average, 75% of the libraries are taking advantage of the various offerings.

‘Please keep offering flexibility to take classes via recordings. As a librarian and only employee, I often miss live webinars/in-person classes.

- Library Director

Public Library Accreditation (*In Service to Iowa*): The State Library certifies public libraries are meeting a certain tier of service to the public. The tier requirements span a broad range of topics ranging from library management to collections, accessibility, programming, and facilities. The accreditation requirements are set forth in the [Public Library Standards](#).

Tier requirements are increasingly demanding as the population served by the library increases. Library accreditation lasts three years. Importantly, state and federal funding administered by the State Library is substantially linked to the tier of accreditation.

Iowa’s libraries have made steady progress in becoming accredited during the evaluation period as shown in Table 13 below. At the end of FY2021, 68% (379/554) of Iowa’s libraries were accredited at a Tier 1 or higher level.

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
# Accredited Libraries	353	349	350	363	373	379	▲

Table 13: Accredited Public Library Count

Libraries frequently engage the State Library consultants to help them lift their library service to the level of their target tier.

83% of library Directors 'strongly agree' or 'agree' that accreditation improves library service to lowans.

In the evaluators' collective opinion, the accreditation program has been very successful in raising the level of public library service to all lowans. Going forward, emphasis should be made to increase the number of accredited libraries which is necessarily a complex and multi-faceted undertaking.

Governance / Trustee Handbook: A significant portion of the power to improve individual libraries belongs to the library trustees that govern individual libraries. Like all positions of responsibility, being a trustee requires a level of experience and understanding. The State Library provides trustee training to assist with onboarding and continuing education through live webinars and self-paced classes. Library accreditation recently was amended to require all trustees participate in a certain amount of training.

Directly measuring the effectiveness of library governance is difficult since governance spans so many topics. In the public library evaluation survey, 90% of library Directors 'strongly agree' or 'agree' that the State Library has provided the necessary resource to maintain and improve library governance.

Library Consulting: The State Library assists libraries in their mission by providing on-demand consultations on an extensive range of topics involved in operating a library. Example topics include: accreditation, best practices, Bridges, e-Rate, email, grants, legal questions, and Putting Libraries On the Web (PLOW).

Consulting is delivered by six district consultants (based on geographic area), a youth service consultant, and the topic specific library resource technicians. Consultations necessarily 'meet the libraries where they're at' in their journey to serve lowans. Consultants also provide feedback to the State Library about libraries and their needs. Consultant feedback is key to defining continuing education curriculum.

Consultations are delivered over the phone, virtually, or in person. The State Library deemed a policy requiring District Consultants to visit each library in person yearly was ineffective. District Consultants still visit libraries when warranted to build relationships and obtain a first-hand understanding of issues libraries are facing.

During the evaluation period, the number consultation sessions was steady prior to the pandemic as shown in Table 14 below. However, during the height of the pandemic in 2021, consultations skyrocketed ~500% as libraries sought direction during uncertain times.



KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
Consultant Sessions (LSN)	2,933	3,274	3,400	2,910	2,374	10,266	
Site Visits (LSN)	617	344	316	461	271	152	

Table 14: State Library consultations with public libraries

According to the Evaluation Survey, district consultant services and youth consultant services were used by 93% and 63%, respectively, of public libraries. Library Directors also responded in the Survey that 85% and 61% ‘strongly agreed’ or ‘agreed’ that district consultants and the youth consultant improved library service to the public. Optional comments from Library Directors were largely positive about consultation services but with some Directors noted not getting responses in a timely manner.

“Our consultants are the super heroes in libraryland. They are so helpful regardless of the program or question. I am better at my job because of the job that they do here in Iowa.”
- Library Director

Edge: The State Library contracted with a third-party service, Edge, to provide Iowa libraries with a tool to benchmark and improve their technology offerings. Once benchmarked, the service provides specific recommendations to help libraries roadmap their own goals. Edge results are useful in making and prioritizing funding requests. The tool was offered to Iowa Libraries starting in 2019 which, in part, supported \$10,000 LSTA Technology Grants.

Edge was deployed for two years but the program was not renewed in 2021. The determinants for not renewing Edge were participation had plateaued and the on-going level of technical support need by public libraries and the State Library to sustain the tool.

During the two-year Edge contract, the provider made a substantial upgrade to the service to Edge 2.0. The new version of the service partially rendered Edge 1.0 evaluations obsolete. This transition occurred shortly after some of the pioneering libraries had already invested considerable effort to setup Edge 1.0.

According to Edge data, 69% of Tier 1 and higher libraries (327 of 477 libraries) had completed an Edge assessment and 50% of those libraries (164 of 327) had created action plans after two years.

During focus groups and interviews, Directors cited a few factors that, when combined, resulted in tepid support for Edge. The needs and benefits of Edge were not always understood or compelling to libraries. Complexity was frequently cited as a concern and some directors mentioned their scarce IT resources were needed to deploy the system. The complexity also impeded the adoption of Edge by smaller libraries. One focus group suggested an ‘Edge Lite’ would be helpful.

In the evaluators’ collective opinion, Edge was a partial success. The tool’s assessments and plans undoubtedly benefited libraries that used. The discontinuation of the tool, however, took away a key tool to help libraries improve their digital resources.

Library Talk: The State Library provides ‘Library Talk’ as an online discussion forum for topics of interest between libraries as well as with the State Library. Library Talk is public to anyone associated with the library system and who voluntarily signs up. Library Talk post are emailed to those the subscribe to certain topics and opt-in for email notifications.

Topics range from selling and swapping items, to programming ideas, to solving complex library issues such as legal questions. On certain subjects, State Library staff will enter the discussion when they can provide helpful insights. Discussion threads are retained on Library Talk and are available to assist libraries that may have similar questions in the future.

Library Talk has been available to libraries prior to this 2018 – 2022 evaluation cycle. During the evaluation period, Library talk has seen consistent use and adoption as shown in Table 15 below.

	FY 2018	FY 2019	FY 2020	FY 2021
Active Users	1,345	1,402	1,641	n/a
New Topics	1,400	1,586	1,200	n/a
User Visits	34,600	38,115	38,800	n/a

Table 15: State Library Consultations with public libraries

85% of respondents to the Evaluation Survey said they used Library Talk and 75% ‘strongly agree’ or ‘agree’ that it improves library service to the public. Many of the Library Talk comments focused on the high frequency of posts, which can clog email inboxes; it appears all participants desire a way to have content filtered more to their needs. Some new library directors expressed appreciation for being able to quickly find answers to their pressing questions on Library Talk.

Putting Libraries On the Web (PLOW): The State Library provides a website creation tool and website hosting services to public libraries. These offerings are collectively referred to as Putting Libraries On the Web (PLOW). PLOW enables libraries to have a website with content and capabilities that library patrons would typically require (e.g., online catalog, reserving a book, etc.). With libraries using a common toolset, the State Library can more efficiently provide training and technical support.

The number of libraries using PLOW over the evaluation period has been consistent and is approximately 56% (312/554), as shown in Table 16 below. Usage of PLOW is dominated by libraries serving populations of less than 10,000; none of the libraries serving over 50,000 use

“I don’t think we would have had a website without this.”
- Library Director

PLOW. Do to local municipal policies, some libraries must use the website tool provided by their parent branch of government.

	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY 2021
Libraries using PLOW	301	317	270	312	312	310

Table 16: Iowa Libraries Using PLOW

In FY2021, the State Library upgraded the website editor used by libraries in PLOW. Libraries were in widespread agreement that the editor is a major improvement.

Many of the directors that commented on PLOW requested additional training and support.

WhoFi: The State Library provides access to a usage counter to monitor and track the number of devices on a wireless network. This tool helps directors to answer questions regarding wireless usage on the Public Library Annual Survey.

WhoFi also features a program planner that allows libraries to schedule, manage, and record event attendance. The program planner and its reporting are configured to streamline the annual Public Library Survey reporting.

The partnership between WhoFi and the SL began in FY 2020, making it a relatively new tool for public libraries. The WhoFi Community Calendar was not available until FY 2021, with 65 libraries using this.

	FFY2020	FFY 2021
Libraries using WhoFi	325	386

Table 17: Libraries using WhoFi

Goal 2 Question A1 – Extent of Progress

A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

As discussed in detail above, the State Library made solid and consistent progress in meeting their goal of Institutional Capacity. The projects and activities that support the Institutional Capacity goal are mostly fundamental to successful library operations. Well-planned and executed efforts were required to have achieved these important outcomes.

The rollout of IA Shares delivery service and the new IA Learns learning management system were major enhancements to these fundamental offerings and their successes are apparent in the use statistics from Iowa libraries. Importantly, Iowa libraries are steadily improving on an individual basis, as can be seen in the growth of accredited libraries.

The successes to the library system in Iowa would not have been possible without the assistance of State Library consultants helping libraries on their journey to best serve their communities.

The website service the State Library offers Iowa libraries for their website (PLOW) is a gamechanger for many small libraries. Library Talk is a great resource for Iowa libraries but, in the evaluators' opinion, misses providing some utility due to the chatter that gets 'tuned out' and leads to non-participation.

The attempt to deploy a library technology assessment program was partially successful. The Edge assessment tool was too involved for some libraries to deploy and maintain. It was concluded by the State Library after two years that the participation from libraries had plateaued and using further resources for this activity was not justified.

Goal 3 – Lifelong Learning

Achieved

Lifelong Learning: All Iowans learn to be productive 21st century citizens.

Goal 3 - Objectives:

- 3.1 To improve the general knowledge of Iowans so they can be successful in their daily lives
- 3.2 Iowans will support and promote democracy, fulfill their civic responsibility and fully participate in community decision making
- 3.3 To improve the literacy skills of Iowans

Goal 3 – FFY2018 – FFY2020 LSTA Expenditures

	LSTA Funds	Iowa Funds	Other Sources	Total
Iowa Center for the Book	80,135	420,196		500,331
Job and Career Training	45,310	116,679	225,000	386,989
Summer Library Programs	36,917	0		36,912
Lifelong Learning Total	162,358	536,875	225,000	924,232

Table 18: FFY2018 – FFY2020 Lifelong Learning Expenditures

Goal 3 – Highlighted Activities & Projects

- Brainfuse
- Summer Reading Program
- Iowa Center for the Book & All Iowa Reads

Goal 3 - Scorecard

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
Brainfuse Sessions (Learning Express used in 2017)	n/a	11,334	69,479	95,088	88,263	78,837	▲
Program Attendance (Kids + Young Adults + Adults)	1,848,048	1,927,587	2,088,349	2,144,063	1,551,660	698,627	▲

Table 19: State Library Scorecard for Lifelong Learning

(Note: The FY2021 data highlighted in yellow is preliminary but is presumed to be accurate.)

Goal 3 - Discussion

Brainfuse: The State Library provides libraries with a comprehensive set of tools to assist learners and job seekers achieve their goals. These tools include homework assistance, career services, test prep, and tutorials. By name, the online resources are HelpNow, JobNow and VetNow, which are provided under contract from Brainfuse. These resources are made available to libraries at no charge.

In 2018, the State Library transitioned providers from Learning Express to Brainfuse. Since the transition, the platform has seen a steady rise in use until the pandemic closed libraries as shown in Table 20.

KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend
Brainfuse Sessions (Learning Express used in 2017)	n/a	11,334	69,479	95,088	88,263	78,837	↔

Table 20 – Brainfuse Sessions

Interestingly, Iowa’s small libraries are less likely to use Brainfuse than larger libraries as shown in Figure 2.

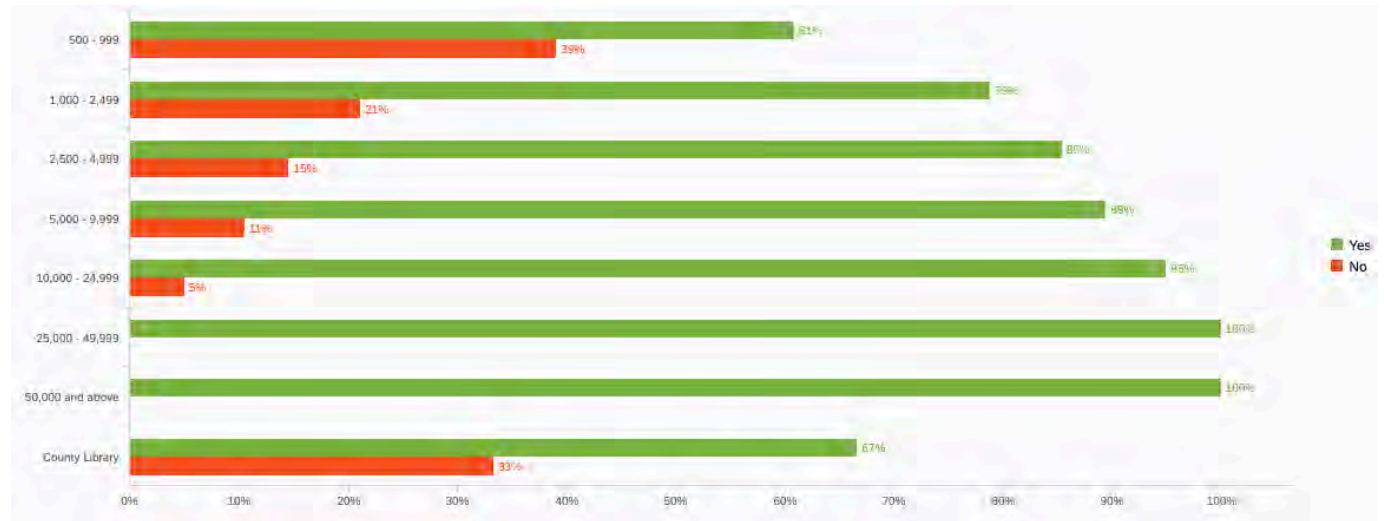


Figure 2 – Brainfuse Adoption by Population Served

Fifty percent (50%) of Iowa’s libraries ‘strongly agree’ or ‘agree’ that Brainfuse improves library service to the public. On the surface, 50% seems low. However, when considering so many (smaller) libraries are not using the tool, 50% makes sense. The steady increase in usage, pre-covid, is further confirmation that Brainfuse is providing value. Reviewing library comments, many note they have not been trained yet or would like additional training.

“When I am fully comfortable with the service, I will be able to promote it more.”
- Library Director

Based on the data above, the evaluators believe there is considerable potential for Brainfuse to have larger adoption and create a bigger impact to lowans.

Summer Reading Program (SRP): The State Library promotes summer reading programs that libraries across Iowa can offer to youth ages 0 – 18. Libraries receive training, workshops, and resource guides which can quickly be stood up at individual libraries to support their programming planning.

The State Library’s summer reading program is very popular at Iowa’s libraries with 94% of public libraries responding they use this resource and 87% of libraries ‘strongly agree’ or ‘agree’ that SRPs improve library service to the public.

“SRP is the highlight of our year”.

- Library Director

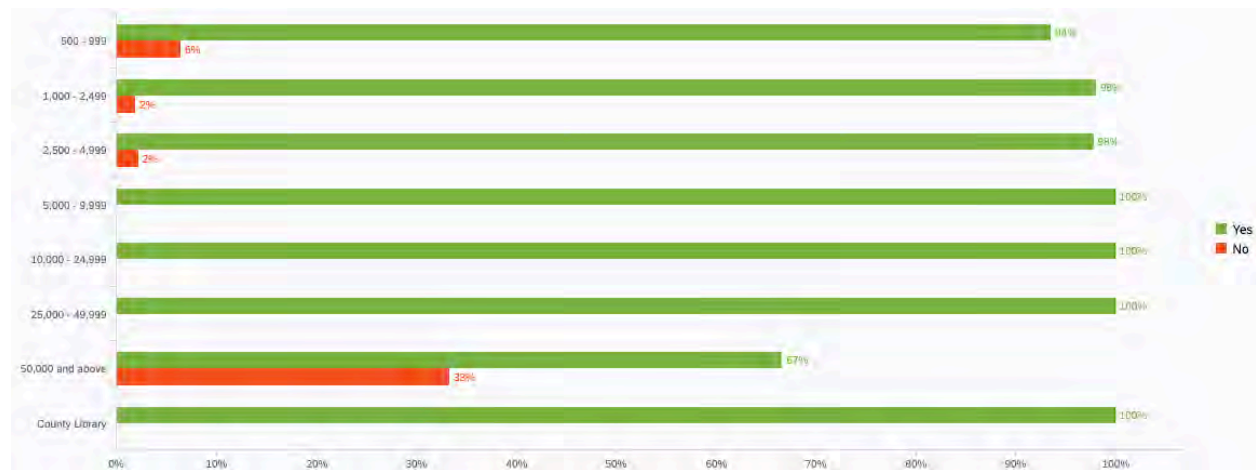


Figure 3 – Libraries that offer Summer Reading Programs

Iowa Center for the Book (ICB): The Iowa Center for the Book is a compilation of programs and resources which are intended to stimulate public interest in books, reading, literacy, and libraries in general. Offerings from the ICB include the All Iowa Reads, the Iowa Literacy Awards, the Iowa Authors List, and more. An important element of the ICB is the All Iowa Reads program which annually selects one book each for: Kids All Iowa Reads, Teens All Iowa Reads, and All Iowa Reads (adults). The ICB promotes the selected books by making copies available, providing promotional materials, hosting author discussions, and supplying book group discussion materials.

In 2018, the State Library expanded All Iowa Reads from being primarily for adults to including the specific offering selections for teens and kids.

Uptake for All Iowa Reads has been mixed as shown in Graphs 4, 5 & 6 with libraries serving larger populations having an increased likelihood of using these resources. All Adults Reads is the most popular of the three offerings. As is well understood by libraries,

teens are a difficult age group to engage due to competition for time with school, school activities, and other interests.

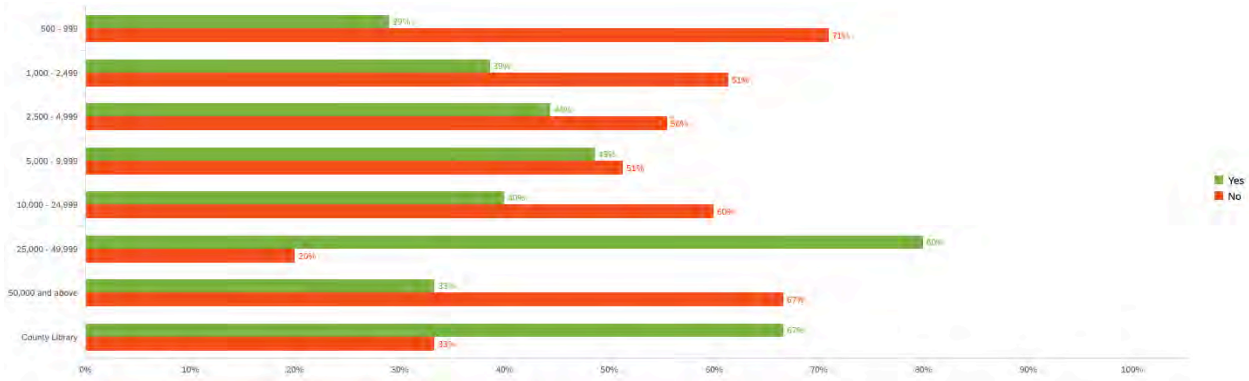


Figure 4 – Libraries that offer Kids All Iowa Reads

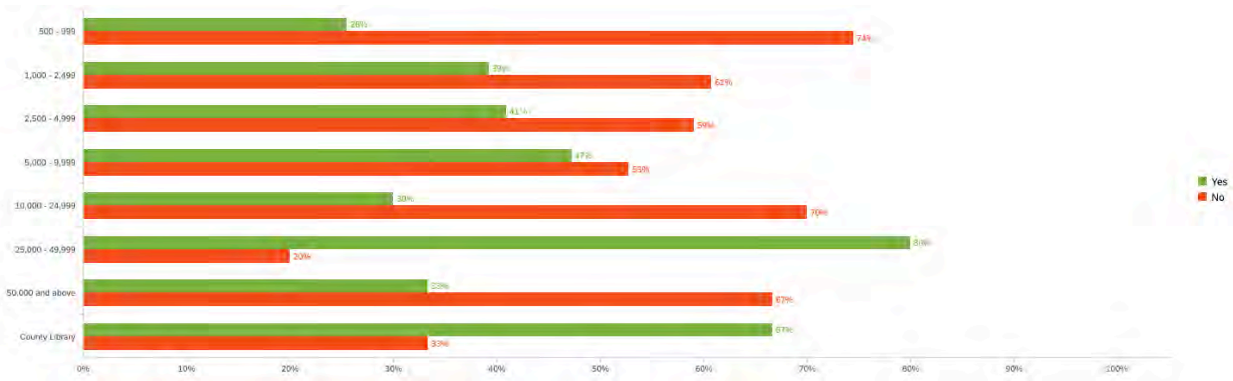


Figure 5 – Libraries that offer Teens All Reads

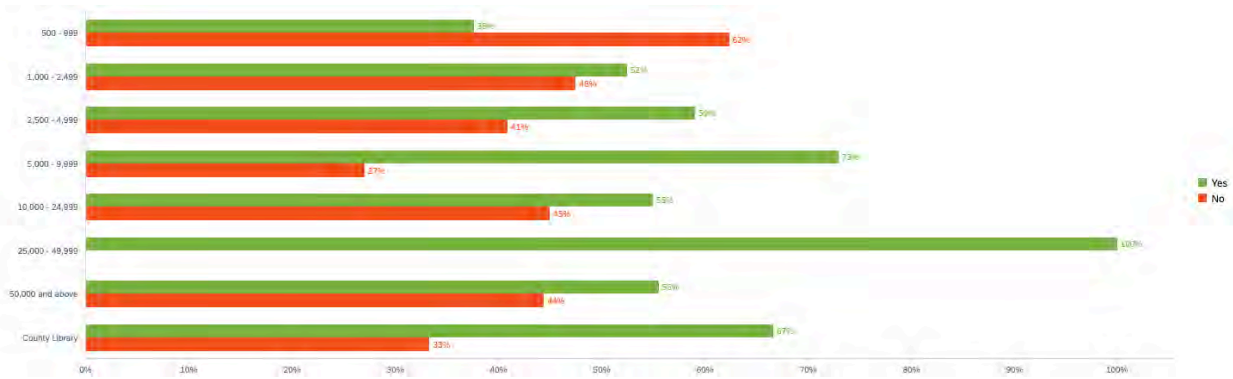


Figure 6 – Libraries that offer All Iowa Reads (for adults)

Goal 3 Projects without much progress: Although the Brainfuse, Summer Reading Programs, and the Iowa Center for the Book were successful, there were a few projects of Goal 3 which did not make much progress including:

- Promoting democracy, civic responsibility, and community engagement – this is an admirable goal, but the evaluators did not find substantial related activities. This goal does not appear Specific, Measurable, Actionable, Realistic, to Timebound (SMART) to the evaluators.
- Diversity, Equity, and Inclusion (DEI) – DEI topics were integrated into continuing education courses. However, during the Five-Year Plan’s period, a state law was enacted that invoked training limitations on topics of racism, sexism, and diversity equity and inclusion. This law made many Iowa institutions pause while they evaluated their training programs.
- Incorporating digital literacy into program to improve Iowans’ ability to use technology to find, evaluate, and use information. Specific related activities were difficult to identify.

Goal 3 Question A1 – Extent of Progress

A-1. To what extent did your Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

The State Library was successful in the deployment of the online learning resource Brainfuse. Although Brainfuse was deployed in late 2017, by 2021 77% of Libraries report offering Brainfuse to their patrons and there has been steady increases in use.

As shown in Table 19 above, program attendance at Iowa libraries was showing a steady uptrend until the onset of the pandemic. Considering the ever-increasing opportunities for online learning, Iowa should be pleased with this trend.

Ninty-six percent (96%) of Iowa’s libraries are offering summer reading programs to their youth. Iowans and Iowa libraries recognize the importance of early literacy and have embraced this staple program.

The All Iowa Reads program offered by the State Library has continued to expand its offerings to attract different populations. In aggregate, 42% of the public libraries report using the All Iowa Reads program. Although there certainly are opportunities to improve the penetrations with public libraries, the existence of the programming resource is an asset to lifelong learning.

Question A-2 – Extent of addressing national priorities

A-2. To what extent did your Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?

The national focus areas of Information Access, Institutional Capacity, and Lifelong Learning correlate directly to the goals of Iowa's Five-Year Plan. The State of Iowa's strategic plan integrated the Economic & Employment Development, Human Development, and Civic Engagement priorities into Iowa's Lifelong Learning goal.

The State Library has done a good job of addressing all the national priorities by virtue of leading an effective library system. Reviewing the Public Library Survey information, published by the IMLS, Iowa's non-federated library system compares favorably to library systems in other states.

Question A-3 – Groups that received substantial focus

A-3. Did any of the following groups represent a substantial focus for your Five-Year Plan activities? (Yes/No)

- Yes Library workforce (current and future)
- No Individuals living below the poverty line
- No Individuals that are unemployed/underemployed
- No Ethnic or minority populations
- No Immigrants/refugees
- No Individuals with disabilities
- No Individuals with limited functional literacy or information skills
- No Families
- No Children (aged 0-5)
- No School-aged youth (aged 6-17)

PROCESS QUESTIONS

B-1. How have you used any data from the State Program Report (SPR) and elsewhere (e.g., Public Libraries Survey) to guide activities included in the Five-Year Plan?

State Program Reports, Public Library Survey results, and other survey data helped prioritize activities throughout the Five-Year plan cycle. Reflection on this information by the State Library administration, staff, and Board of Commissioners aided in decision making. Numerous course adjustments occurred as a result of these reviews.

In 2021, for example, the SPR process informed the State Library that online tools or utilities, as opposed to online databases, were used and needed in small libraries.

B-2. Specify any modifications you made to the Five-Year Plan. What was the reason for this change?

Some minor rewording of Iowa's Five-Year Plan's project activities occurred but no material modifications were made.

B-3. How and with whom have you shared data from the SPR and from other evaluation resources? How have you used the last Five-Year Evaluation to inform data collected for the new Five-Year Evaluation? How have you used this information throughout this five-year cycle?

SPRs and other evaluation materials, such as survey data, have been shared with the Library Staff, Administration, and Board of Commissioners. The Library's Annual Report featured the new strategic plan in 2018 and then featured the plan's progress in 2019.

In interviews with various staff, administrators, and Commissioners, it was apparent the State Library attempted to stay true to the goals, projects and activities of the 2018 -2022 strategic plan.

It is the evaluators' recommendation that the State Library become more data driven by increasing the depth and frequency that key metrics are reviewed and reacted to.

METHODOLOGY QUESTIONS

C-1. Identify how you implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of an Independent Evaluator.

Through the Iowa Department of Administrative Services, the Library sought external bids to perform Evaluation in accordance with the IMLS Evaluation Guidelines. A qualified bidder with no connection to the State Library was selected. The consultant,

Bâton Global, has a core competency in strategic planning including library planning. Bâton Global executed the evaluation using methods they deemed appropriate.

C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.

The evaluators referenced the State Program Reports, the Public Library Surveys, the Library Support Network reports, and similar quantitative data to establish context and trends.

A survey of public library directors was used to confirm the impact of the projects and activities of the State Library. The survey asked both quantitative and qualitative questions. The survey was completed by 446 library directors which represents 83% of Iowa 543 public libraries. Responses to the survey were received from all geographic areas of the state as show in Figure 1 below.

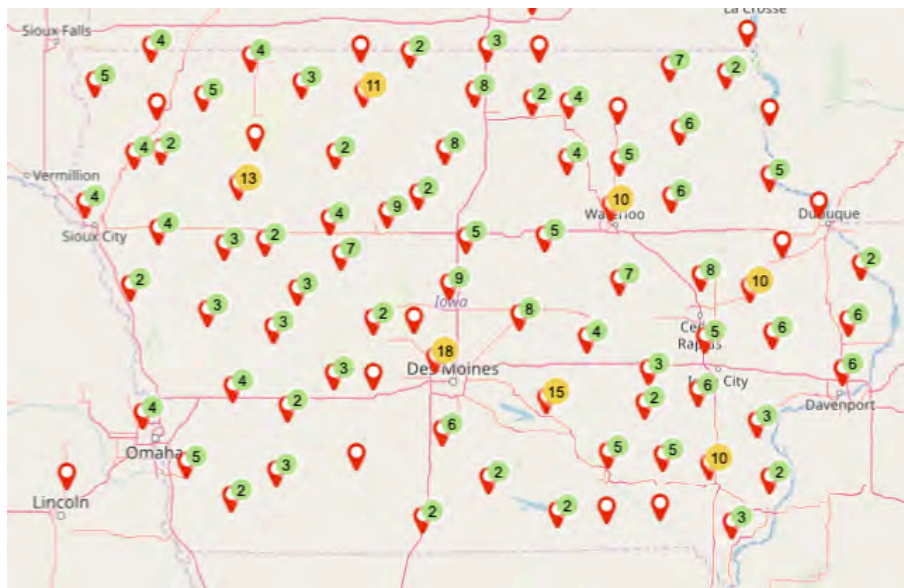


Figure 1 – Location of Respondents (443) to Evaluation’s Public Library Director Survey

Stakeholder interviews were held with administrators, staff, and commissioners which the evaluators selected based their responsibilities and tenure with the State Library. During these interviews, the greater understanding was sought on portions of the survey and evaluation.

Three focus groups of library directors were held after the survey was closed. Invitations to participate in the focus groups were sent directors who volunteered and represented a diverse overall opinion of the State Library. In other words, both Library attractors and detractors participated in the focus groups.

Upon request of the evaluators, 'use data' for many of the State Libraries services was provided (e.g., use data Bridges, Brainfuse, PLOW, etc.)

The PLS and 'use data' were used to build a scorecard of Key Performance Indicators (KPIs) for the State Library as shown throughout the report and in Appendix I.

It was the evaluators opinion that the State Library has considerable data that is reliable and valid. Some of the important information was not easily accessed leading the evaluators to believe there is an opportunity for the State Library to be more attentive to outcome measures.

C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation. How did you engage them?

The State Librarian and the Library's Program Directors, including the LSTA Coordinator, were engaged in a kickoff and planning discussion. These individuals and other select Library Staff, Library Commissioners, public library directors, and members of the Iowa Academic Library Alliance (IALA) were confidentially interviewed about various topics of interest.

All public library directors were invited to participate in an anonymous survey on the State Library offerings and outcomes; 446 of the 543 (82%) of the library directors responded to the survey.

Select library directors participated in virtual focus groups partially review the survey results and provide additional depth on areas of interest.

The State Librarian, the Program Director, and the Information Specialist from the State Library reviewed a draft of this evaluation and provided feedback.

C-4. Discuss how you will share the key findings and recommendations with others.

The Evaluation will be shared with Staff, the Commission of Libraries, and other government agencies. The Evaluation will be published on the State Library's and the IMLS's websites.

Appendix A – List of Acronyms

AIR	All Iowa Reads
ARPA	American Rescue Plan Act
CMS	Content Management System
CSLP	Collaborative Summer Library Program
FY	Fiscal Year (The State Library's fiscal year runs July thru June)
FFY	Federal Fiscal Year (The Federal fiscal year runs October thru September)
IALA	Iowa Academic Library Alliance
ILL	Interlibrary Loan
IMLS	Institute of Museum and Library Services
ICB	Iowa Center for the Book
IEC	Iowa Educator's Consortium
IHDC	Iowa Heritage Digital Collection
ILO	Iowa Libraries Online
IPO	Iowa Publications Online
IWD	Iowa Workforce Development
KPI	Key Performance Indicator
LMS	Learning Management System
LRT	Library Resource Technicians
LSN	Library Support Network
LSTA	Library Services and Technology Act
OCLC	Global Library Cooperative
PLM	Public Library Management
PLS	Public Library Survey
PLOW	Putting Libraries on the Web
SDC	State Data Center
SILO	State of Iowa Libraries Online
SLAA	State Library Administrative Agencies
SLol	State Library of Iowa
SLS	Specialty Library Services
SPR	State Program Report – Annual report to the IMLS
SRP	Summer Reading Program
YALSA	Young Adult Library Services Association
VAP	Virtual Access Points

Appendix B – People Interviewed or in Focus Groups

Focus Group Participants (all virtual)

Small Libraries – Serving Population up to 2,499

- Laura Hoover, Swisher Community Library
- Kari Rose, Eckels Memorial Library
- Sarah Sellon, Ely Public Library

Medium Libraries – Servicing Populations Between 2,500 to 25,000

- Michelle Andersen, Atlantic Public Library
- Mary Earll, Sibley Public Library
- Jennie Garner, North Liberty Library
- Lisa Johnson, Orange City Public Library
- Janette McMahon, DeWitt Community Library
- Mara Strickler, Pella Public Library

Large Libraries – Serving Populations Population: 25,000 and over

- Darryl Eschete, West Des Moines Public Library
- Sonja Ferrell, Ottumwa Public Library
- Amy Groskopf, Davenport Public Library
- Mary Markwalter, Mason City Public Library
- Helen Rigdon, Sioux City Public Library
- Jillian Rutledge, Waterloo Public Library
- Dara Schmidt, Cedar Rapids Public Library
- Sheila Schofer, Ames Public Library
- Sue Woody, Des Moines Public Library

Iowa Academic Library Alliance (IALA)

- Mark Christel, Grinnell University
- Ann Coulter, Southwestern Community College
- Ryan Gjerde, Luther College, Chair of the IALA Coordinating Committee

State Library Administration & Staff Interviews

- Samantha Bouwers, Consultant, Continuing Education, Library Support Network
- Helen Dagley, Reference Librarian, Specialized Library Services
- Scott Dermont, Library Consultant, Library Support Network
- Marie Harms, Program Director, Specialized Library Services, Administration
- Angie Manfredi, (Former) Youth Services Consultant
- Nancy Medema, Program Director, Library Support Network, Administration
- Bonnie McKewon, Northwest District Consultant, Library Support Network
- Jay Peterson, North Central District Consultant, Library Support Network
- Michael Scott, State Librarian, Administration
- Eunice Riesberg, Northeast District Consultant, Library Support Network

Iowa Commission of Libraries Interviews

- Dan Chibnall, Academic Librarian (virtual)
- Carrie Falk, Chair / Public Librarian
- Sarah Latcham, Public Library Trustee
- Joe Lock, At-Large Member

Appendix C – Documents Reviewed

Institute of Museum and Library Services. (2018, January). *Transforming Communities: IMLS Strategic Plan, 2018 - 2022*. Institute of Museum and Library Services. Retrieved January 5, 2022, from <https://www.ims.gov/publications/transforming-communities-ims-strategic-plan-2018-2022>

Iowa Library Support Network (LSN) Statistics FY 2013 -2022

Iowa Public Library Statistics FY 2016 - 2020

Iowa Public Library Statistics FY 2021 (Preliminary)

Iowa State Program Reports (SPRs) FY 2018 -2021

State Library of Iowa. (2017, June 28). *State Library of Iowa Library Services and Technology Act (LSTA) Five-Year Plan for 2018-2022*. Institute of Museum and Library Services. Retrieved January 5, 2022, from <https://www.ims.gov/>

Use Statistics (typically website sessions) for:

- Brainfuse FY 2016 – 2021
- Bridges eResouces FY 2019 – 2021
- Edge..... FY 2019 – 2020
- Iowa Heritage Digital Collection (IHDC) FY 2017 – 2021
- Iowa Publications Online (IPO) FY 2017 – 2021
- Library Talk FY 2018 – 2020
- Public Library Survey (PLS) FY 2018 – 2021
- Putting Libraries on the Web (PLOW) FY 2017 – 2021
- OCLC First Search FY 2018 – 2021
- State Data Center FY 2017 – 2021
- WhoFi FY 2020 – 2021

Appendix D – Interview & Focus Group Protocol

Interview Protocol

- Interview will last up to 30 - 60 minutes; we estimate that certain interviews will last a shorter amount of time.
- The interview responses are confidential; findings will be summarized or anonymized such that the sources cannot be identified.
- B|G may request that we record the interview for B|G's internal use to accurately capture responses.
- The interviews will consist of introductions, opening remarks providing insight into project objectives, and subsequent discussion structured to support interview questions and other emergent responses/objectives.
- Over the course of all interviews, we will explore and test different hypotheses. We'll start by establishing common facts and environmental conditions. In later interviews, we can explore idiosyncratic stories/experiences of the participant as prudent.
- Questions are not limited to the provided list below, as questions will be asked to support the conversation during the session.
- PLEASE NOTE: Stakeholders don't need to know the answers to these questions. These questions will help inspire and facilitate the right type of thinking/ conversation to lead to additional exploratory research.

Interview Questions

1. When overseeing the State Library, what role did the 2018 – 2022 strategic plan play?
2. Are there examples of when you stuck to the plan and examples when you deviated from the plan? Why?
3. How well do you believe the Library is doing in meeting the objectives of their Plan on a scale of 1 to 5?
4. What objectives of the Plan is the Library exceling at?
5. What objectives of the Plan is the Library underperforming on?
6. How do you know if the Library is meeting their objectives and what are your sources?
7. Did any of the following groups benefit substantially ($\geq 10\%$) from SLoI activities (i.e. consulting, programs, resources, funding & grants)?
 - Your library workforce (training, programming, etc.)
 - Individuals below the poverty line
 - Unemployed / underemployed
 - Ethnic or minority populations
 - Immigrants / refugees
 - Individuals with disabilities
 - Individuals with limited functional literacy or information skills
 - Families
 - Children (0-5)

- School-aged youth (6-17)
- 8. How well does the Library support academic libraries?
- 9. How well does the Library support state employees?
- 10. Are there other important items that should be considered in the Plan evaluation?

Focus Group Protocol

- Discussion will last up to 90 minutes.
- Prefer panelists leave their cameras on if possible
- Can write new topics and additional info in the chat
- Participants are encouraged to build on ideas of others
- There are no right or wrong answers. We want to hear about your experiences relative to the State Library & their Strategic Plan
- The interview responses are confidential; findings will be summarized or anonymized such that the sources cannot be identified.
- B|G may record the focus group discussion for B|G's internal use to accurately capture responses. The recording will not be shared outside of the B|G.

Focus Group Questions

- Public library survey findings were presented to participants.
- Participants provided feedback regarding state library services. Examples of discussion questions included:
 - What services have the greatest impact?
 - What services could be delivered more efficiently and how?
 - What services could/should be discontinued?
 - What services significantly benefited disadvantaged populations?
- Participants assessed the efficacy of implementing the strategic plan
- Participants discussed new directions the State Library should take in their next five-year plan.

Appendix E – Survey Instrument

Q1.1 Thank you for participating in this important survey to help assess the State Library of Iowa’s execution of its strategic plan. The survey results are an important component of an independent evaluation which will be submitted to the Institute of Museum and Library Services (IMLS).

Individual responses are confidential between you and Bâton Global. All results will be sufficiently anonymized or aggregated with other responses to protect the identity of the source. You will be required to provide your library’s name and your name to verify participation and allow for Bâton Global to follow up with you directly if necessary.

To best view all of the questions related to one subject, this survey is best taken on a laptop or desktop workstation instead of a mobile device.

Links to related State Library subject matter have been frequently provided. On some devices, it will be necessary to 'Shift+Click' to get the link to trigger.

Please contact me directly if you have questions regarding the survey.

David Foster
Sr. Consultant
David.Foster@BatonGlobal.com

End of Block: Introduction

Start of Block: Library Description

Q2.1 Your name

Q2.2 Title

Q2.3 Library name

Q2.4 What type of Library do you represent?

- Public Library (1)
- Academic Library (3)
- Special Library (4)
- Other (Please specify below) (5) _____

Q2.5 Select the category that most closely describes your role at your library.

- Library Director (1)
- Manager/Department Head (2)
- Other Library Administrator (3)
- Children's/Youth Services Librarian (4)
- Reference/Information Services Librarian (5)
- Library Technology Specialist (6)
- Other Library Staff (7)
- Other (Please Specify Below) (10) _____

Q2.6 What size population does your library serve?

- Less than 500 (1)
- 500 - 999 (2)
- 1,000 - 2,499 (3)
- 2,500 - 4,999 (4)
- 5,000 - 9,999 (5)

- 10,000 - 24,999 (6)
- 25,000 - 49,999 (7)
- 50,000 and above (8)
- County Library (9)

Q2.7 Which Iowa county is your library located?

Q2.8 What was your library's approximate total circulation (physical + downloadable) in 2020?

End of Block: Library Description

Start of Block: Programming

Q3.1 **Programming** - Please respond about the following resources:

	Does your library use this resource?	I'm satisfied this resource is meeting library needs.	This resource has improved library services to the public.	Comments
	(Yes, No)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(N/A, Strongly Agree, Agree, Agree, Neutral, Disagree, Strongly Disagree)	(Optional)
All Iowa Kids Reads				
All Iowa Teens Read				

All Iowa Adults Read				
Summer Reading Program (SRP)				

End of Block: Programming

Start of Block: Online Resources

Q4.1 Online Resources - Please respond about the following resources:

	Does your library use this resource?	I'm satisfied this resource is meeting library needs.	This resource has improved library services to the public.	Comments
	(Yes, No)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(Optional)
Brainfuse including HelpNow (homework assistance), JobNow (career assistance) and VetNow (veteran assistance)				
Bridges eLibrary for eBooks, audiobooks & video				
Foundation Directory Online to match non-profits to grant makers				
Historical Iowa Maps (Sanborn)				
Iowa Heritage Data Collection (IDHC)				
Iowa Public Library Statistics including income, expenditures, collections, circulation, ILL,				

and other measures				
Iowa Publications Online (IPO)				
OCLC First Search which includes the full text of magazines, newspapers, and reference tools				
State Data Center U.S. Census and State data on population, trends, business, etc.				

End of Block: Online Resources

Start of Block: Discontinued Online Resources

Q5.1 Discontinued Online Resources - Please respond about the following resources which the State Library has stopped offering to libraries:

	Does your library use this resource?	I'm satisfied this resource is meeting library needs.	This resource has improved library services to the public.	Comments
	(Yes, No)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(Optional)
Credo reference				
Gale for learning, business resources, and literacy resources for libraries				
Transparent Language for language learners				

End of Block: Discontinued Online Resources

Start of Block: Consulting & Training

Q6.1 Consulting & Training - Please respond about the following resources:

	Does your library use this resource?	I'm satisfied this resource is meeting library needs.	This resource has improved library services to the public.	Comments
	(Yes, No)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(Optional)
Accreditation (In Service to Iowa)				
Endorsement Program for Director endorsements				
Endorsement Program for Staff endorsements				
Endorsement Program for Youth Services endorsements				
Iowa Heritage Data Collection (IDHC)				
Iowa Public Library Statistics including income, expenditures, collections, circulation, ILL, and other measures				
District Consultant Services				
Youth Consultant Services				
General Continuing Education not associated with certifications.				
Iowa Learns - the Learning Management System (this question is about the system, not the training content)				
Iowa Library Trustee's Handbook				
Kids First Conference (held last in 2020; planned for 2022)				
Trustees Member Training				
Library Director Orientation - one-on-				

one training with new Directors				
---------------------------------	--	--	--	--

End of Block: Consulting & Training

Start of Block: Services & Tools

Q7.1 Services & Tools - Please respond about the following resources:

	Does your library use this resource?	I'm satisfied this resource is meeting library needs.	This resource has improved library services to the public.	Comments
	(Yes, No)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(N/A, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree)	(Optional)
EDGE technology benchmarking				
IAShares statewide interlibrary delivery program				
Library Talk for interlibrary staff communications				
Putting Libraries on the Web (PLOW) website hosting				
Reference Services for State employees				
SILO Interlibrary Loan Service				
State Library Website				

End of Block: Services & Tools

Start of Block: Governance

Q8.1 Governance

Reflect on the governance of your library (e.g.; budgeting, planning, policies, hiring, evaluations, Board effectiveness, legal matters, advocating on library's behalf, etc.).

To what extent do you agree or disagree with the following statement: '*the State Library has provided me the necessary resources maintain and improve library's governance?*'

- Don't know
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Q8.2 What could the State Library do, if anything, to help your library improve it's governance? (Optional)

End of Block: Governance

Start of Block: SLoI Overall

Q9.1 State of Iowa Library - Overall

Now that you've completed a detailed reflection on the State Library's offerings, below are a few overarching questions about the State Library.

Q9.2 Overall, how would your library rate the State Library of Iowa?

- Don't know

- Excellent
 - Good
 - Acceptable
 - Poor
 - Unsatisfactory
-

Q9.3 What is the single largest reason for your library's rating?

Q9.4 Do you have any final feedback or recommendations for the State Library of Iowa (optional)?

End of Block: SLol Overall

Start of Block: End

Q10.1 A limited number of focus group participants will be needed from libraries of different sizes, types, and districts. If called upon, would you be willing to participate in 90-120 minute Zoom focus group?

- Yes
 - No
-

Q10.2 Thank you for your willingness to help if called upon. Please provide your email.

Email _____

Page Break

Q10.3 PLEASE click >> to record your responses.

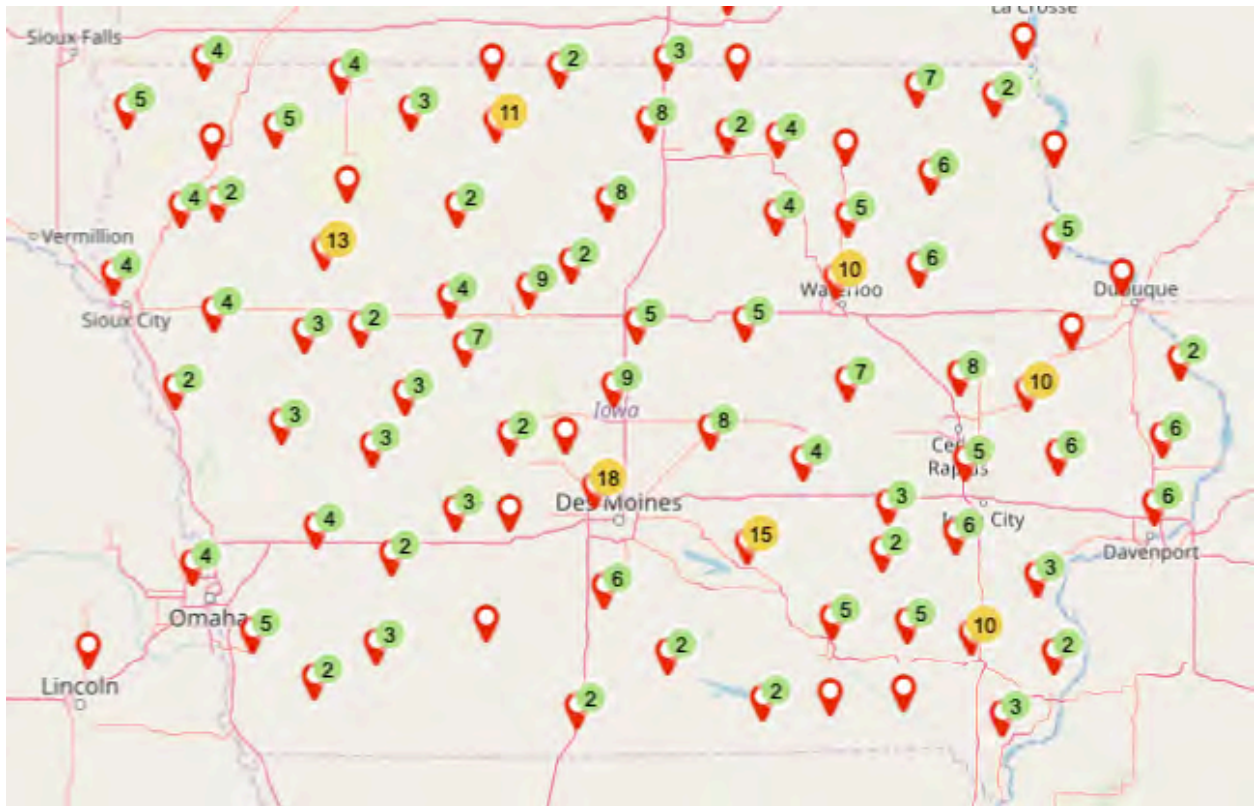
Thank you for your valuable time. The insights you provided will help the State Library of Iowa serve Iowans better.

If you have any follow-on questions or comments, please contact me directly.

David Foster
Bâton Global
David.Foster@BatonGlobal.com

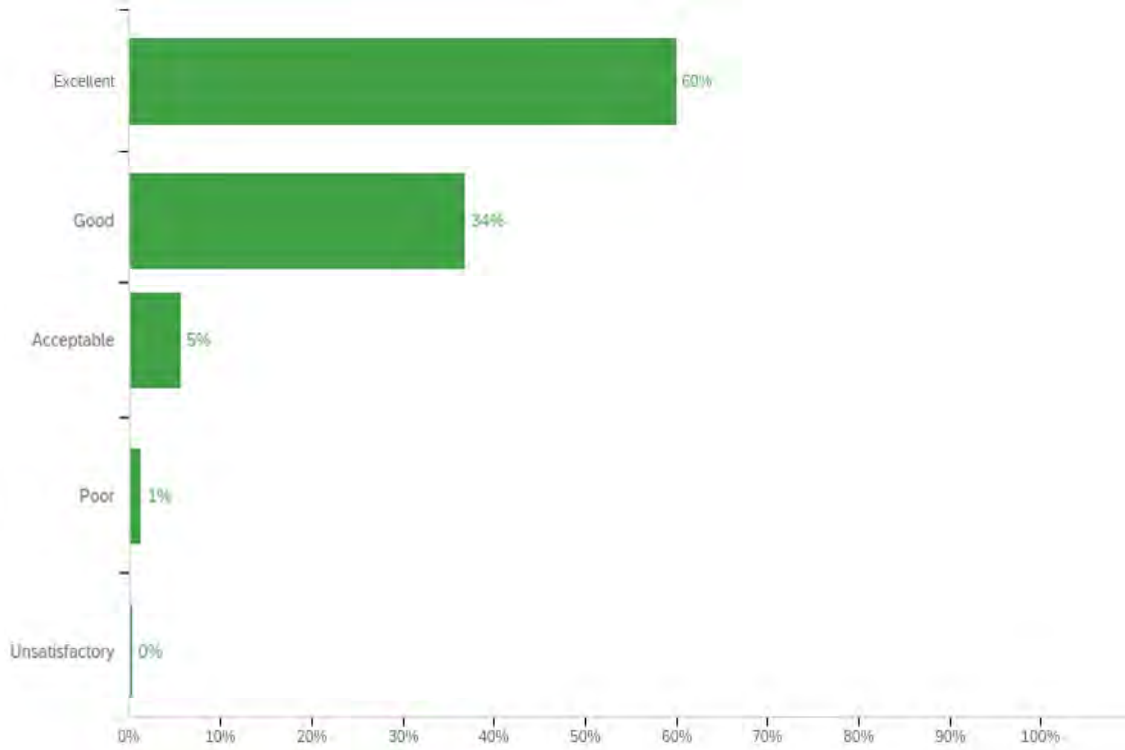
End of Block: End

Appendix F – Summary of Survey Results

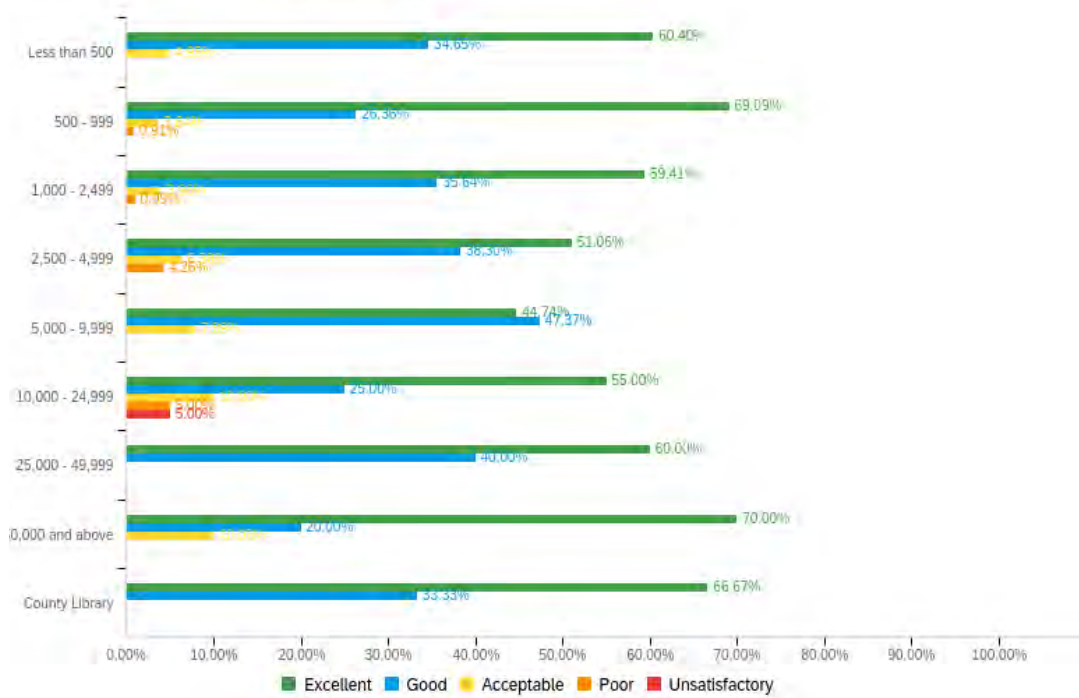


Location of Libraries Responding To Survey

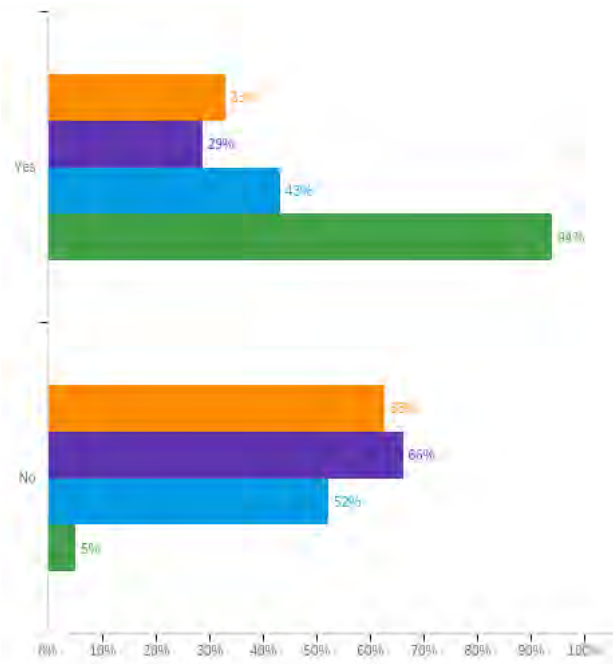
Overall: How would your library rate the State Library of Iowa?



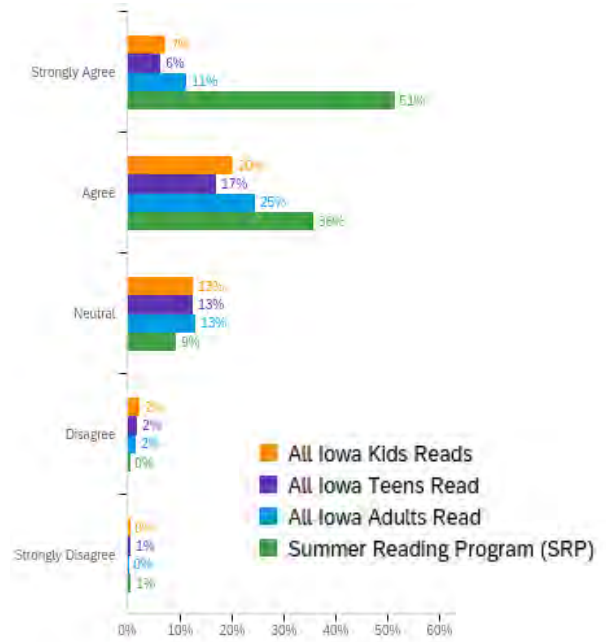
Overall State Library Rating by Population Served



Programming - All Iowa Reads & SRP

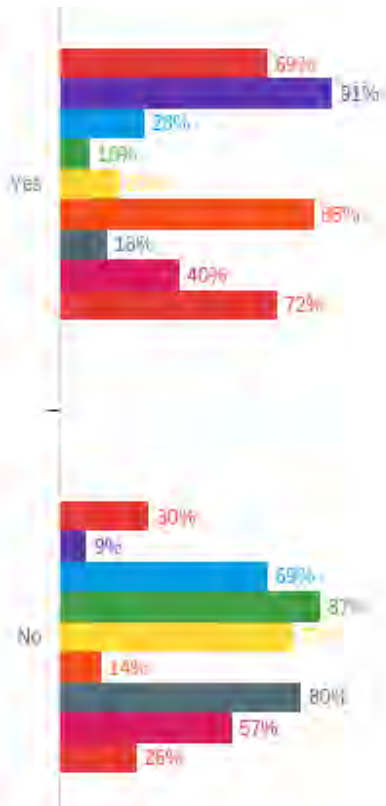


Uses Resource?

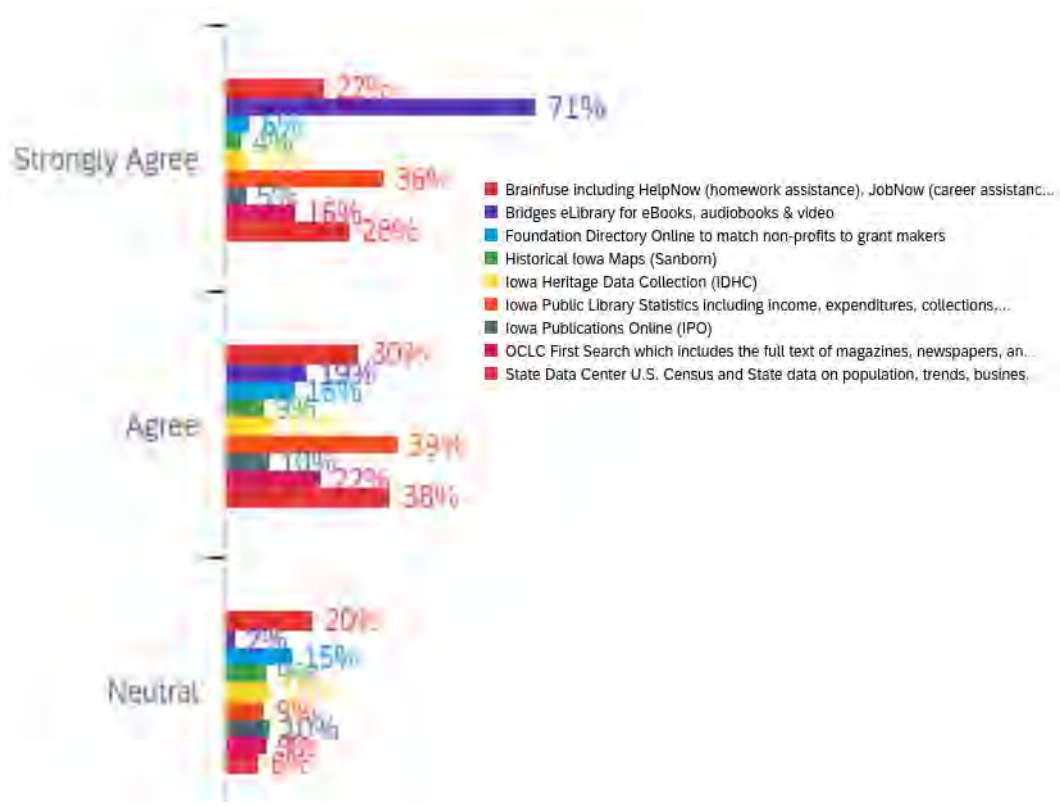


Improves Public Service?

Online Resources

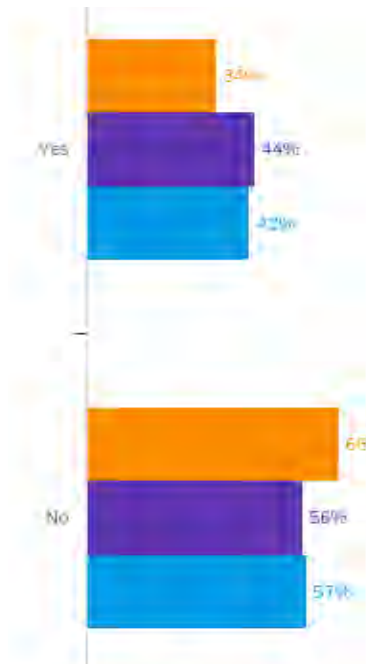


Uses Resource?

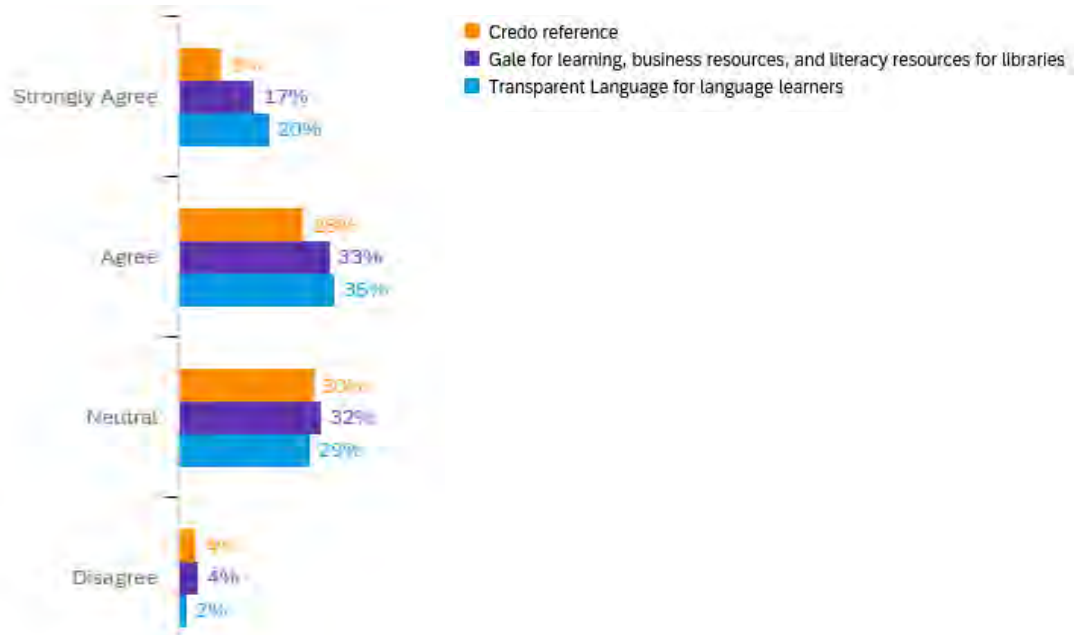


Meets Library Needs?

Discontinued Online Resources

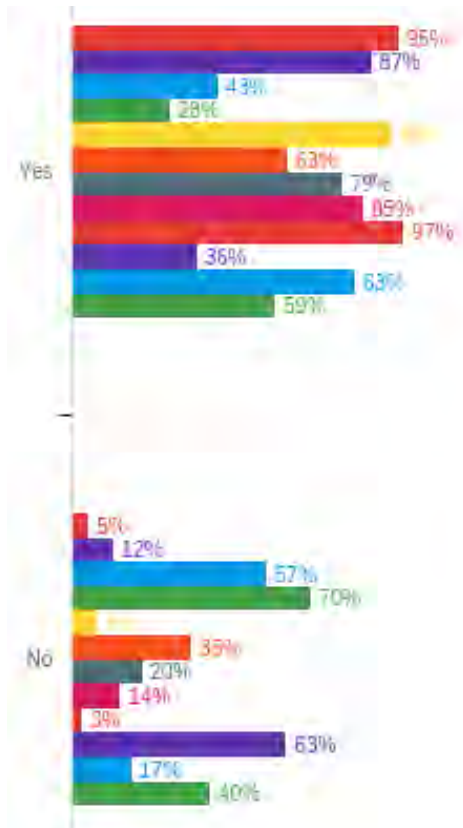


Uses Resource?

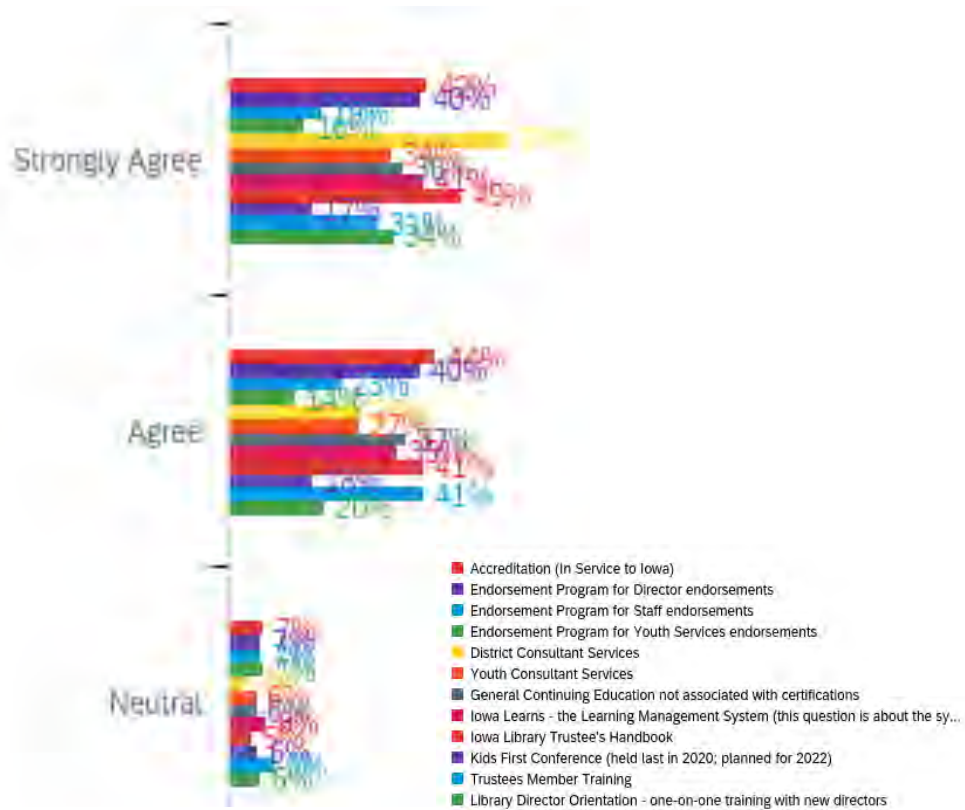


Meets Library Needs?

Consulting & Training

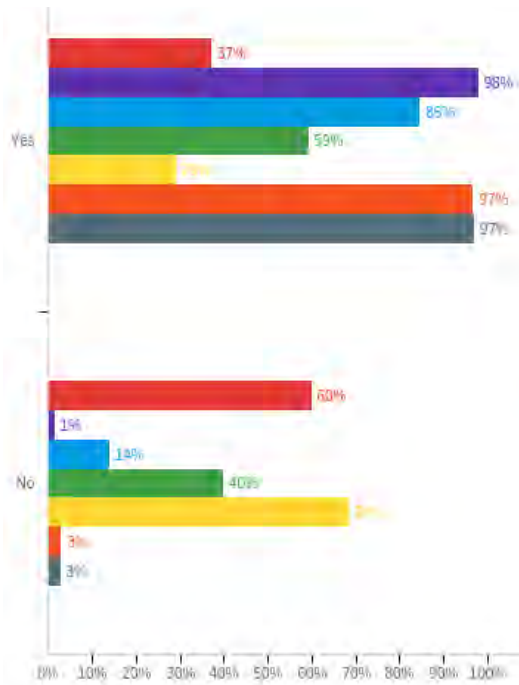


Uses Resource?

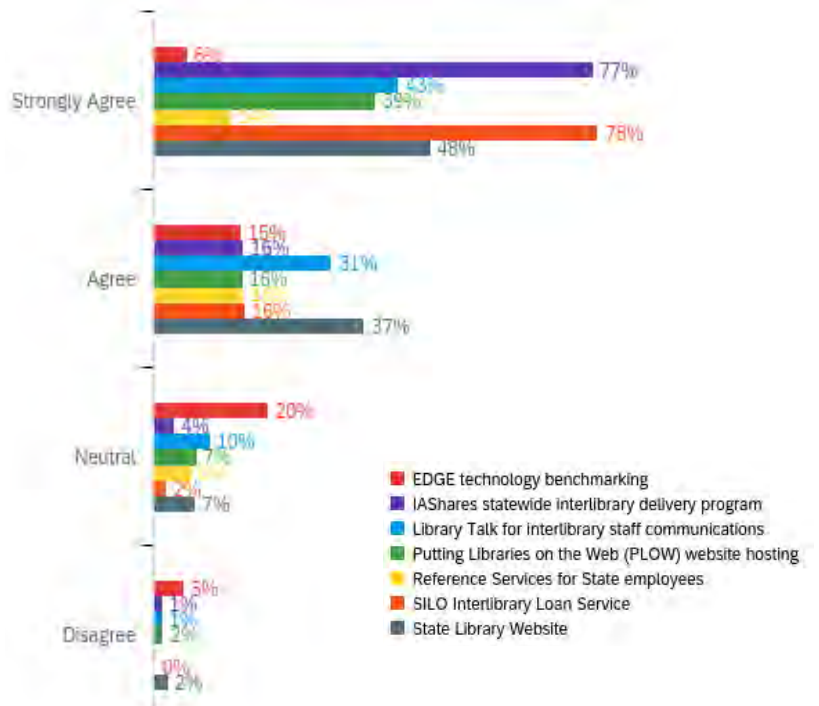


Meets Library Needs?

Services & Tools



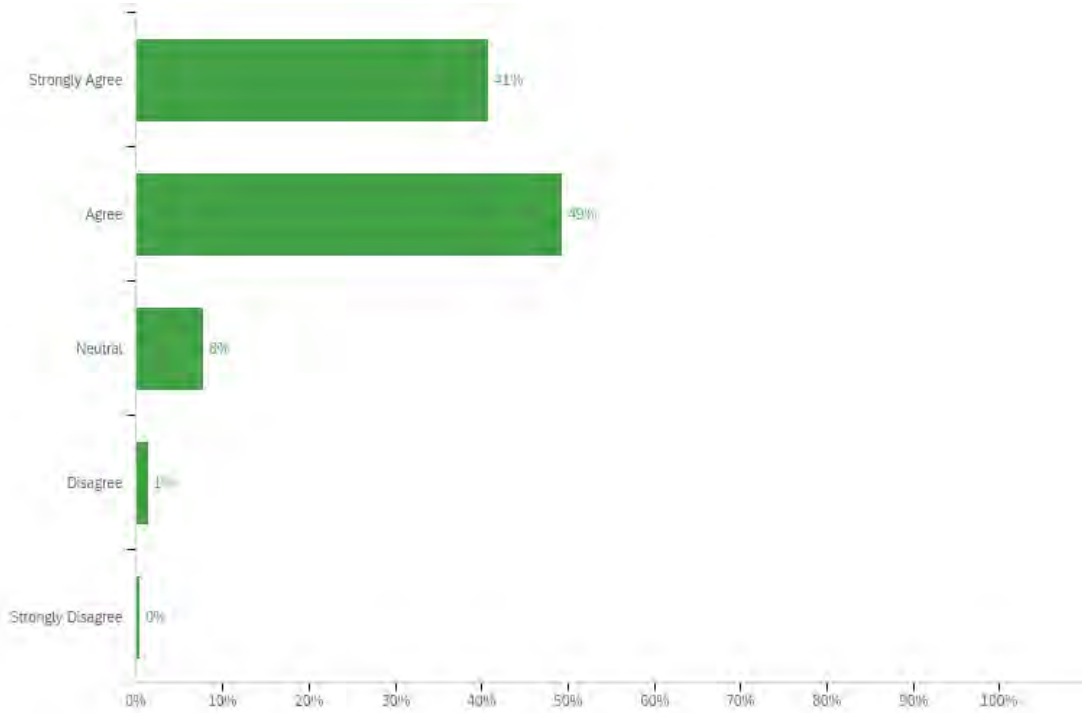
Uses Resource?



Meets Library Needs?

Governance

To what extent do you agree or disagree with the following statement: 'the State Library has provided me the necessary resources maintain and improve library's governance?'



Appendix G – LSTA Funding Allotments 2018 – 2020

	LSTA Funds	Iowa Fund	Total
Online Resources	2,256,994	222,854	2,479,848
State Data Center and Iowa Library Statistics	193,071	254,433	447,503
State Data Center and Iowa Library Statistics	121,996	0	121,996
State Library Collection	544,974	564,949	1,109,924
State Library Digital Library Center	7,376	577,444	584,820
Statewide Delivery	396,385	32,689	429,074
Summer Library Programs	74,608	11,835	86,443
Total Information Access	3,595,404	1,664,203	5,259,608
Better Library Boards	36,145	233,273	269,418
Broadband Access	433	155,062	155,495
CARES Act Funding	273,684	0	273,684
Continuing Education and Certification	311,294	883,659	1,194,953
Library Boards	0	23,947	23,947
Library Communications	171,193	395,359	566,552
Library Consulting	6,734	2,172,192	2,178,926
Library Standards and Accreditation Program	80,782	31,684	112,466
Putting Libraries on the Web (PLOW)	168,761	460,412	629,172
SILO Inter-library Loan Program	200,022	1,532,730	1,732,751
Space Utilization Grants	13,033	8,577	21,610
Standards and Accreditation Program	48,827	1,066,390	1,115,217
Statewide Delivery	242,294	89,418	331,712
Tools for Increased Investment in Technology	491,472	67,851	559,323
Utilization Grants	5,500	13,105	18,605
Total Lifelong Learning	162,358	536,875	924,232

Iowa Center for the Book	80,135	420,196		500,331
Job and Career training	45,310	116,679	225,000	386,989
Summer Library Programs	36,912	0		36,912
Total Institutional Capacity	2,050,172	7,133,658	225,000	9,183,831
Grand Total	5,807,934	9,334,737	225,000	15,367,671

Appendix H – Iowa’s Goals Mapped to IMLS Goals

<p>Measuring Success Focal Area</p>	<p>GOAL 1: INFORMATION ACCESS</p>	
<p>Measuring Success Intent</p>	<p>To improve users' ability to discover information resources</p>	<p>To improve users' ability to obtain and/or use information resources</p>
<p>Objectives</p>	<p>To improve the ability of Iowans to discover information resources</p>	<p>To improve the ability of Iowans to obtain and use Information resources that enhance their lives</p>
<p>PROJECTS</p>	<p>1.1.1 Project 1: Provide resource location tools that allow Iowans to find and access materials.</p>	<p>1.2.1 Project 1: Provide a variety of e-resources that patrons can access through their home library.</p>
<p>PROJECTS</p>	<p>1.1.2 Project 2: Create a digital library center at the State Library (mostly State funded)</p>	<p>1.2.2 Project 2: Provide State Library services to State employees and the public (mostly State funded)</p>
<p>PROJECTS</p>		<p>1.2.3 Project 3: Collect and present access to statistical data on Iowa's libraries, population, and economy.</p>

Measuring Success Focal Area	GOAL 1: INFORMATION ACCESS	
Measuring Success Intents	To improve users' ability to discover information resources	To improve users' ability to obtain and/or use information resources
LSTA Purposes	<p>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 4. Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library</p>	<p>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 7. Ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;; 9. Promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.</p>
LSTA Priorities	<p>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</p>	<p>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; 7. Target library and information services to persons having difficulty using a library</p>

Measuring Success Focal Area	GOAL 2: INSTITUTIONAL CAPACITY			
Measuring Success Intents	To improve the library workforce	To improve library physical and technological infrastructure	To improve library operations	
Objectives	To improve the knowledge of library staff and boards so that Iowa libraries are providing excellent services to their communities	To improve Iowa libraries' physical and technological infrastructure	To Improve Iowa Libraries' processes and procedures	Strengthen library governance to improve library operations by understanding the various roles involved in running a public library in Iowa
PROJECTS	2.1.1 Project 1: Provide certification programs that encourage library directors and staff to participate in continuing education and provide improved service to Iowans.	2.2.1 Project 1: Increase library broadband to provide improved Internet access in libraries for Iowans for completing education, jumpstarting employment and entrepreneurship, fostering individual empowerment, and encouraging community engagement.	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)	2.4.1 Project 1: Develop a training program for library staff and Trustees to ensure effective library governance (mostly State funded)
PROJECTS	2.1.2 Project 2: Provide continuing education for library staff and Trustees that highlight best practices in and improve library governance, management, and service delivery.	2.2.2 Project 2: Provide website hosting and support for Iowa Libraries so they have a relevant online presence.	2.3.2 Project 2: Facilitate cooperative purchasing to maximize library budgets	2.4.2 Project 2: Investigate the development of library systems to strengthen library service to Iowans (mostly State funded)
PROJECTS	2.1.3 Project 3: Administer an Accreditation program that encourages excellent library service to Iowans, as defined by In Service to Iowa	2.2.3 Project 3: Provide access to national tools that increase Iowa librarians' and citizens' support for increased investment in library technology.	2.3.3 Project 3: Provide a Statewide delivery system	
PROJECTS		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.	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.	
PROJECTS		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.	2.3.5 Project 5: Provide a platform for library staff to communicate with one another and with State Library staff.	

Measuring Success Focal Area	GOAL 2: INSTITUTIONAL CAPACITY		
Measuring Success Intents	To improve the library workforce	To improve library physical and technological infrastructure	To improve library operations
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; 6. Enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;	2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States; 3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry; 4. encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;	2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
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;	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; 8. Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks;	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;

Measuring Success Focal Area	GOAL 3: LIFELONG LEARNING		
Measuring Success Intents	To improve users's general knowledge and skills		
Objectives	To improve lowans' general knowledge so they can be successful in their daily lives	lowans will be able to support and promote democracy, fulfill their civic responsibility and fully participate in community decision making	To improve lowans' literacy skills
PROJECTS	3.1.1 Project 1: Provide the information and tools needed for Iowa libraries to provide a Summer Reading Program	3.2.1 Project 1: Encourage a variety of community engagement opportunities for lowans	3.3.1 Project 1: Provide methods that help Iowa libraries incorporate literacy into programming to improve lowans ability to learn
PROJECTS	3.1.2 Project 2: Provide and promote a resource for sharing and collaborating on programming ideas for libraries	3.2.2 Project 2: Improve access for lowans to job and career training	3.3.2 Project 2: Provide methods that help Iowa libraries incorporate digital literacy into programming that improves lowans' ability to use technology to find, evaluate, and use information.
PROJECTS		3.2.3 Project 3: Cultivate library services in Iowa libraries to be inclusive of all members of the community	
LSTA Purposes	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;		
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;		

Iowa State Library Goal	IMLS Goals
<p>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.</p>	<p>Goal 3 – Increase Public Access IMLS makes strategic investments that increase access to information, ideas, and networks through libraries and museums.</p>
<p>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.</p>	<p>Goal 2 – Build Capacity IMLS strengthens the capacity of museums and libraries to improve the well-being of their communities.</p> <p>Goal 3 – Increase Public Access IMLS makes strategic investments that increase access to information, ideas, and networks through libraries and museums.</p>
<p>Goal 3 - Lifelong Learning All Iowans learn to be productive 21st century citizens</p>	<p>Goal 1 – Promote Lifelong Learning IMLS supports learning and literacy for people of all ages through museums and libraries.</p> <p>Goal 4 – Achieve Excellence IMLS strategically aligns its resources and relationships to support libraries and museums nationwide.</p>

APPENDIX I – State Library of Iowa Scorecard

Objectives	KPIs	FY2016	FY2017	FY2018	FY2019	FY2020 (25% Covid)	FY2021 (Covid)	Trend	
INFORMATION ACCESS GOAL: All Iowans have access to quality information resources and have the assistance needed to select and use the information to succeed personally. <i>information resources and services</i>	Total Circulation (PLS) (Physical + downloads)	26,420,064	25,213,422	24,401,402	27,089,002	19,748,066	16,865,174	▼	
	Physical Circulation (PLS)	24,649,563	23,340,360	22,240,205	21,618,556	16,510,053	13,116,310	▼	
	Downloadable Circulation (PLS)	1,770,501	1,873,062	2,161,197	2,787,340	3,238,013	3,748,864	▲	
	Total Database Uses (PLS)	n/a	2,826,782	2,711,924	2,689,607	2,891,474	2,819,110	→	
	Total Uses (PLS) (Physical + downloads + Database uses)	n/a	28,040,204	27,113,326	29,778,609	22,639,540	19,684,284	→	
	ILs Sent	392,491	335,478	336,156	430,776	353,853	309,924	→	
	Door Counts	17,644,068	17,153,194	16,579,432	16,342,567	11,748,322	5,545,956	▼	
INSTITUTIONAL CAPACITY GOAL: 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 <ul style="list-style-type: none"> To improve the knowledge of library staff and boards so that Iowa libraries provide excellent service to their communities To improve the physical and technological infrastructure of Iowa libraries To improve the processes and procedures in Iowa libraries Strengthen library governance to improve library operations by understanding the various roles involved in running a public library in Iowa 	CE Attendance	3,974	3,485	3,494	5,713	13,496	7,002	▲	
	CE Sessions	150	113	191	385	645	658	▲	
	Board or Trustees Members CE Hours (starting Sept. 2020)	n/a	n/a	n/a	n/a	n/a	150	150	→
	# Accredited Libraries	353	349	350	363	373	379	▲	
	Libraries using PLOW	301	317	270	312	312	310	→	
	Consultant Sessions (LSN)	2,933	3,274	3,400	2,910	2,374	10,266	→	
	Site Visits (LSN)	617	344	316	461	271	152	▼	
LIFELONG LEARNING GOAL: All Iowans learn to be productive 21st century citizens <ul style="list-style-type: none"> To improve the general knowledge of Iowans so they can be Iowans will support and promote democracy, fulfill their civic responsibility and fully participate in community decision making To improve the literacy skills of Iowans 	Brainfuse Sessions (Learning Express used in 2017)	n/a	11,334	69,479	95,088	88,263	78,837	▲	
	Program Attendance (Kids + Young Adults + Adults)	1,848,048	1,927,587	2,088,349	2,144,063	1,551,660	698,627	▲	

(Note: FY2021 data highlighted in yellow is preliminary but is presumed to be substantially accurate.)

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