Missouri Secretary of State
State Library

LSTA PROGRAM FIVE-YEAR PLAN
FOR YEARS 2023-2027

LSTA Five-Year Plan
2023-2027

For Submission to the

Institute of Museum and Library Services

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Introduction

The Missouri State Library is pleased to present this plan to use Library Services and Technology Act (LSTA) funds to enable Missouri libraries to move forward to meet the varied needs of our state's residents. Missouri is facing a similar changing landscape of technology and user expectations as many other states. The goals and programs described in this plan address the needs expressed through regional public library group meetings, library conference interactive presentations, Secretary's Council on Library Development discussions, the LSTA FY2018-2022 Plan evaluation, and surveys of library stakeholders. Three principal goals are designated for this five-year plan. These comprehensive goals will allow for a broad approach to continuing the development of strong library services in Missouri.

Mission Statement

The Missouri State Library advances the development and improvement of library services throughout the state, provides direct library and information service in support of the Missouri state government, and strives to ensure all Missourians have equal access to library services.

Missouri Landscape

Population
The 2020 Decennial Census reported a total population of 6,154,913 for Missouri. This was a 2.6 % increase in population from 2010, a growth rate significantly lower than the national growth rate of 7.4 %. The 2020 Census data also showed a continuing trend of population movement from rural to urban areas throughout the state. The data also showed increasing diversity throughout the state. Overall, 77 % of residents reported a race of White alone, 11.33 % Black alone, 2.2 % Asian alone, 2.7 % as some other race alone, and 6.7 % as two or more races. Additionally, 4.9 % also reported being Hispanic or Latino ethnicity. Missourians under 18 years of age account for 22.4 % of the population, or 1,379,301 residents.

Education
Of Missourians over the age of 25, 9.4 % have no high school degree or equivalency, and 2.9 % have less than a ninth grade education. Nationally, 11.5 % of the population is without a high school degree or equivalency. However, only 18.4 % of Missouri's population has a Bachelor's degree, compared to 20.2 % nationally (data.census.gov table S1501, 2020 ACS 5-Year Estimates). This shows slightly higher rates of the population have a high school education, but slightly lower rates of those with post-secondary education.

Household
The median household income in Missouri is $57,290, which is $7,704 lower than the United States figure. Following the median income trend, 43.9% of Missouri households make less than $49,999 per year, whereas 39% nationally fall in this category. Approximately 13% of persons in the state have incomes below the federal poverty level. The Missouri Economic Research and Information Center (MERIC) ranks Missouri as the 7th lowest composite cost of living in the United States, with housing cost being the 15th lowest in the nation (MERIC cost of living data series).

Library Landscape

Public Libraries

There were 149 tax-supported public library districts with 368 stationary outlets and 20 bookmobiles reported on the 2021 Public Library Survey (PLS). 91.4% (5,627,557) of the population is in the library service area of a stationary library. Thirty of the 114 counties do not have a county-wide library service, but 27 have public city or municipal libraries within the county. Three counties have no public library access. Using the National Center for Education Statistics (NCES) Urban Centric Locale Codes for the administrative entity, Missouri has 9 City, 17 Suburban, 53 Town, and 70 Rural library districts. While, the rural libraries make up the majority of the library districts, libraries with suburban or city NCES codes account for 62 % of the library service area population.

School Libraries
The Missouri Department of Elementary and Secondary Education shows 518 public school districts and 37 Charter school districts enrolled a total of 859,332 students in the 2020-21 school year. Within these schools, there are 1,779 library- related positions.

MOBIUS
Library services for college level students in Missouri's public and independent institutions are supported through MOBIUS, a consortium of 64 academic libraries, 11 public libraries, and 5 special libraries. The consortium serves as a platform for a shared integrated library system (ILS), providing patron initiated borrowing and a courier service to facilitate timely delivery of materials to support student and faculty research. The MOBIUS union catalog includes nearly 29 million items and, in FY 2020, MOBIUS libraries loaned 168,478 items and borrowed 158,922 items within the consortium.

Missouri Evergreen
The Missouri Evergreen consortium was formed in 2012 for public libraries to share an integrated library system and provide patron initiated borrowing. A statewide courier service delivers requested items to libraries to support patrons' lifelong learning and enjoyment. In FY2022, Missouri Evergreen's 61-member public library districts has a collection of 3,866,068 items serving 865,777 patrons.

Broadband Connectivity
Through the Missouri Research and Education Network (MOREnet), over 700 K-12 schools, colleges and universities, public libraries, state government, health care and other institutions are able to share a cost-effective, robust, reliable Internet network. Members are able to access Internet 2, videoconferencing, training, technical support, and online databases. The network supports over 600 Internet connections. The network is largely member funded, but state funding still supports the Remote Electronic Access for Libraries (REAL) Program, paying part of the cost of public library connections and for several online databases used by all members. MOREnet provides public library connections from 10 Mbps to 375 Mbps for 208 library outlets (101 library districts). Of those 208 library outlets, 198 outlets have a bandwidth of 20 Mbps or higher. Libraries with 10 Mbps bandwidth will soon be upgraded to a greater bandwidth.

Library Staff
If distributed equally among the statewide LSA (Library Service Area), there would be one librarian or professional staff member with an American Library Association (ALA) certified master's degree in library science per 11,016 patrons. However, 87% of the ALA-MLS degreed persons work in one of the 26 City or Suburb library districts.

Table 1- Public Library Staff with ALA-MLS

Type of Library	Librarians with ALA-MLS	Professional Staff with ALA-MLS	Total Staff	ALA-MLS Percent of Total Staff
Statewide	324	172	4,403	11.3 %
City	138	58	1,338	14.6 %
Suburb	130	104	1,876	12.5 %
Town	31	6	622	5.9 %
Rural	25	4	567	5.1 %

In Missouri, 88% percent of public library districts are independent political subdivisions. Therefore, the library leadership not only has responsibility for planning and setting policy, but also has sole control of the library's funding and budget, setting of tax levies, and compliance with laws and regulations for the library's operation.

Prioritization of Goals

Goal one involves building and sustaining information resources and is considered foundational to library service. Emphasis is placed on statewide initiatives, but support of the local infrastructure is important as well to ensure equity of access to library materials and services.

Goal two strives to bridge the information and digital divides across socioeconomic lines to foster a literate, competent and productive citizenry. Emphasis is placed on reaching people with limited or developing literacy, and underserved rural and urban populations. Statewide initiatives are given higher priority over local efforts.

Goal three is to strengthen the library workforce and leadership to deliver services and programs that best address the needs of Missourians in a timely, efficient and effective manner. While library workforce development is considered highly important, overall priority is given to meeting user needs. For example, meeting the digital literacy needs of patrons is a higher priority than providing continuing education opportunities for library staff.

GOAL 1:

Missourians have expanded services for learning and equity of access to quality library resources, services and technology to support individuals' needs for education, lifelong learning, and digital literacy skills.

LSTA Goal Theme: Build and Sustain Information Resources

LSTA Priority 1
Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.

LSTA Priority 2
Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services.

GOAL 1 NEEDS ASSESSMENT

A review of a web survey taken by 115 Missouri public library staff identified two of the top four most important sub-grants within the Build and Sustain Information Resources goal as important for their library and community. Survey respondents ranked the Technology Mini Grant as the most important sub-grant and the Technology Ladder Grant as the fourth most important sub-grant offered to continue to provide the best library service possible in the upcoming five years.

Resource Sharing and Resource Management
According to NCES locale classifications, 91% of Missouri's small libraries have a town or rural designation. Efforts to improve equity of access with the provision of shared online resources, bibliographic discovery tools, as well as a courier service for delivery of interlibrary materials, have proven invaluable to these libraries and their patrons as affirmed through comments at focus group meetings and on customer service surveys.

Focus group participants rated courier service as the second most important program to support across all goals and programs. One participant observed, "Courier Grant allows our patrons to have access to a variety of materials that the library cannot purchase, but they are receiving service from the library."

Digitization Program
The LSTA FY2018-2022 Plan's independent evaluators showed the Missouri's Digital Heritage digitization program "provides online information about Missouri's past through its database and website. During the 2018-2020 review period, 1,203,668 items were digitized and made discoverable to the public using LSTA funding for digital imaging. The MDH database makes 8 million items available to users. The MDH website had 3,215,440 pages viewed by 364,923 users over the course of the three years. Digitized materials and Dublin Core metadata describing the materials are indexed and stored for retrieval using the CONTENTdm image management software."

Broadband Connectivity and Technology Infrastructure Support
From *Computer and Internet Use in the United States: 2013: "*For many Americans, access to computers and high-speed Internet connections has never been more important. We use computers and the Internet to complete schoolwork, locate jobs, watch movies, access healthcare information, and find relationships, to name but a few of the ways that we

have grown to rely on digital technologies. Just as our Internet activities have increased, so too have the number of ways that we go online. Although many American households still have desktop computers with wired Internet connections, many others also have laptops, smartphones, tablets, and other devices that connect people to the Internet via wireless modems and fixed wireless Internet networks, often with mobile broadband data plans."

US Census table S2801 (2020 ACS 5 Year Estimates) estimates 226,485 Missouri households do not have a computing device in the home and 402,993 households are without any type of internet access. According to the table 25, 2% live in a household without high-speed internet access. Many people without a computer and/or high-speed internet access at home rely on the local public library to connect to the digital world.

In the article "The Importance of Digital Literacy in Today's World" published September 2021 in the online magazine, *Exploring Your Mind*, the author discusses four points in favor of improving digital literacy. The article posits that digital literacy develops critical thinking, allows for access to better jobs, favors social inclusion and development, and improves quality of life.

Additionally, focus group, survey respondents and interviews indicated the REAL Program and technology infrastructure support through grants and other means are essential for public libraries to meet patrons' ever-growing technological needs and to keep up with the advancements in technology-based services. This is particularly important as the number of virtual visits increases as library services continue to move beyond the walls.

STRATEGIES

Strategy 1 (LSTA Priority 1): The State Library will support a strong information resource and resource-sharing infrastructure to support individuals' needs for education, lifelong learning, and digital literacy skills.

PROGRAMS

a. **Resource Sharing:** Partner with MOREnet, Missouri Evergreen, Missouri libraries, and other entities as appropriate to provide bibliographic discovery and resource-sharing tools; statewide access to online resources; courier service for interlibrary delivery of materials; and to assist with other resource sharing facilitation opportunities as appropriate (Years 1-5)

b. **Digitization Program:** Partner with the State Archives and other Missouri cultural heritage institutions to create, maintain, expand and promote online digital collections (Years 1-5)

c. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects supporting information resources, resource-sharing, resource management, and services for learning (Years 1-5)

OUTCOME 1 (LSTA PRIORITY 1): Missourians have expanded services for learning and improved equity of access to quality library resources and services.

Targets:
- **Missouri Evergreen will increase the number of member libraries to 75 within the five year period.**
- **Courier service will maintain a 90% or higher satisfaction level.**
- **Metadata for Missouri Digital Heritage (MDH) collections will continue to be created in a manner that follows best practices.**
- **Usage of the MDH site will be monitored with an anticipated growth rate of 5% in hits over the duration of the five-year plan.**

Strategy 2 (LSTA Priority 2): The State Library will partner with MOREnet, Missouri libraries and other entities, as appropriate, using state appropriations and other funds to provide a strong statewide and local technology infrastructure.

PROGRAMS

a. **Broadband Connectivity and Technology Infrastructure Support:** Public libraries will continue to participate in statewide Internet connectivity, technical support and technical training through the REAL Program and other means. (Years 1-5)

b. **Monitor and Support Network Development:** The State Library, local libraries and partners will monitor bandwidth use and demand and other network details to ensure strong technology infrastructures at the statewide and local levels. (Years 1-5)

c. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects that improve the quality and effective use of technology offered by local libraries to meet user needs in their communities. (Years 1-5)

OUTCOME 2 (LSTA PRIORITY 2): Missouri libraries use a strong statewide and local technology infrastructure to best meet patron needs.

Targets

- **Over the course of the five-year plan, 70% of Missouri's public libraries will implement system software or hardware to improve the operation and flexibility of their technology infrastructure.**
- **The REAL Program will maintain a 90% or higher satisfaction level.**

GOAL 2:

Strengthen and expand both quality and availability of library services appropriate to meet the educational, cultural, intellectual, workforce, personal and social development needs of Missourians, particularly persons with difficulty using the library and underserved rural and urban areas.

LSTA Goal Theme: Target Library and Information Services

LSTA Priority 5
Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

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

GOAL 2 NEEDS ASSESSMENT

The focus group survey showed participants identified "Literacy (summer reading, early literacy, digital literacy, STEM, etc.)" as the most important to Target Library and Information Services for their library and community in order to provide the best library service possible in the upcoming five years. Participants felt one of the most impactful programs involved summer reading.

Wolfner Library and Other Services for People with Disabilities
According to the 2020 American Community Survey data, over 865,000 (14.4%) of Missouri's non-institutionalized population has a disability of some type, an estimated 2.5% (151,992) have a vision difficulty, 4.2% (252,933) have a hearing difficulty and 5.8% (328,841) have a cognitive difficulty. As the population ages, a substantial increase in blindness, low vision and other print impairments is expected. Couple the current needs level with projected increases in the senior population, and the necessity for continued services for people with print disabilities becomes readily apparent.

Reports show that the Wolfner Talking Book and Braille Library had over 6,400 active individual readers in fiscal year 2021. Additionally, 97.8% of its surveyed patrons rated the overall quality of service received as Excellent or Very Good. Outreach efforts must continue with potential referral agents, partners, and key stakeholders to promote the availability of Wolfner services to all qualifying Missourians.

Literacy and Life Skills Programs
Literacy is essential to success in today's economy. Research shows that low family income and a mother's lack of education are the two biggest risk factors that hamper a child's early learning and development (National Center for Family Literacy, www.famlit.org). Studies, such as the Adult Literacy and Life Skills Survey, have shown that a lack of foundational life skills affects the economic, health and social well-being of individuals, families and communities. Libraries, as community anchors, can play a pivotal role in facilitating efforts that help individuals improve life skills to better address the challenges of daily and work life. Expanding library services to improve the literacy and life skills of Missourians is crucial.

Of Missourians over the age of 25, 11.5 % have no high school degree or equivalency, and 4.9 % have less than a   ninth grade education. Another 26.7% have a high school degree or equivalency as their highest level of education (data.census.gov table S1501, 2020 ACS 5-Year Estimates). Enrollment in Missouri's public 2 year and 4 year colleges and universities has decreased 16.6% from 2016 to 2021 – 20% of college undergraduate students in Missouri are age 25 or

older (NCES IPEDS 2020).

Business, Economic and Workforce Development
With Missouri's employment growing, there is a need for workforce development to aid in filling jobs and increase the labor force participation rate. Missouri had an unemployment rate of 3.6% as of March 2022 according to the meric.mo.gov website. Its labor force participation rate was 63%, 0.4% lower than the national rate (data.census.gov table S2301, 2020 ACS 5-Year Estimates). A 2021 Workforce Employer Survey Report from the Department of Higher Education and Workforce Development showed that finding workers with appropriate knowledge or skills was the highest barrier to expanding employment, and that the number of employers reporting this as a hiring barrier increased by 13 percentage points since 2019 and 2020. Statewide labor shortages are most prevalent in three categories: Science and Technology, Health Care and Related, and Business and Sales, with health care showing the largest demand for employees statewide.

There are 368 public library facilities but only 28 full-service career centers operated by Missouri's Division of Workforce Development. Libraries help businesses and workforce development through research support, skills training, exam proctoring, resume and job search assistance, and more. Reports show that library patrons used public computers 1,185,331 times in 2021 alone for employment, to file taxes, conduct business and health research, complete homework, and other activities.

Targeted Library Program Development
- According to the Missouri Veterans Commission there are over 413,000 veterans in Missouri. Missouri public libraries can play a key role in providing practical and cultural resources to veterans when they reintegrate into the workforce and the community.
- According to US Census, American Community Survey 2020 ACS 5-Year data table S1601, approximately 361,104 Missourians speak a language other than English at home. Fluency in English is associated with greater earnings, occupational mobility and civic engagement.
- The 2020 American Community Survey 5-Year Estimates show that the poverty rate for those over the age of 65 is 8.6 %.
- The 2020 American Community Survey 5-Year Estimates show that the percentage of children under 5 years of age living in poverty was 19.1 %. Per *The Word Gap: The Early Years Make the Difference* by Laura J. Colker, by age 3, a 30 million-word gap exists between children from the wealthiest and poorest families. Vocabulary development during the preschool years is related to later reading skills and school success in general, which aids in having an educated and informed citizenry.

STRATEGIES

Strategy 1 (LSTA Priority 5): The State Library will partner with other agencies and local libraries in the improvement, expansion and/or development of inclusive and accessible library services and resources to meet the needs of people with disabilities.

PROGRAMS

a. **Wolfner Library Services:** In partnership with state and local agencies, provide and promote the Wolfner Talking Book and Braille Library services to qualifying individuals to meet patron needs. (Years 1-5)

b. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funding to support programs, services, and resources relating to library services targeting people with disabilities. (Years 1-5)

OUTCOME 1 (LSTA PRIORITY 5): Missourians with print and other disabilities have access to resources and services to meet their educational, cultural, intellectual, personal and social development needs.

Targets

- Wolfner Library will maintain its customer service satisfaction level at 90% or higher.
- A survey of public library staff will show 90% of respondents have awareness of Wolfner Library.

Strategy 2 (LSTA Priority 5): The State Library and partners will encourage and support library service improvements to meet educational, cultural, intellectual, personal and social development needs, and improve participants' quality of life.

PROGRAMS

a. **Literacy Skills Development Programs:** In partnership with other agencies around the state, encourage and promote literacy skills development services encompassing a wide variety of topics and target audiences, including but not limited to: early literacy, family literacy, high school equivalency, summer reading, English as Second Language, STEM/STEAM, digital literacy, and financial literacy. (Years 1-5)

b. **Life Skills Development Programs:** In partnership with other agencies around the state, encourage and promote life skills development services encompassing a wide variety of topics and target audiences, including but not limited to: personal finance, parenting, personal and family health, family skills, food literacy, and diversity awareness. (Years 1- 5)

c. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funding for projects that support library services and resources to enhance literacy and life skills development. (Years 1-5)

OUTCOME 2 (LSTA PRIORITY 5): Missourians have access to resources and services to meet their educational, cultural, intellectual, personal and social development needs

- Participation in the summer library program will increase by 5% for public libraries with a library service area of 100,000 or less.
- The number of public libraries offering STEM related materials will increase to 80 or more during the course of the 5-year plan.

Strategy 3 (LSTA Priority 5): The State Library and partners will encourage and promote activities that hearten library service improvements that target the economic needs of individuals and communities.

PROGRAMS
a. **Workforce Development Programs:** Assist libraries across Missouri in developing and enhancing their provision of workforce development services, including but not limited to: job information, career readiness, resume development, computer literacy, and digital literacy. (Years 1-5)
b. **Business and Economic Development Programs:** In partnership with state and local agencies, assist libraries in the development and/or enhancement of business information resources and services in their communities, with a special emphasis on small business development. (Years 1-5)
c. **Grants and Other Funding:** Provide grants for or other assistance in funding projects that support library services and resources targeting workforce, economic and/or business development. (Years 1-5)

OUTCOME 3 (LSTA PRIORITY 5): Missourians have access to resources and services to meet their workforce, economic and business development needs, fostering a competent and productive citizenry and healthy communities.

Targets
- **55% of public libraries will provide business and economic workforce development services during the course of the five-year plan.**

Strategy 4 (LSTA Priority 6): The State Library and partners will encourage and support activities to improve, expand and/or develop library services to targeted and underserved populations.

PROGRAMS
a. **Children and Youth Services Programs Development:** Encourage, support, and promote activities to improve, expand, and/or develop library services and resources for children, age birth-18. Topics may include, but are not limited to, inclusive storytimes for babies and toddlers, programming for tweens and community partnerships to strengthen teen services. (Years 1-5)
b. **Adult and Senior Services Programs Development:** Encourage, support, and promote activities to improve, expand, and/or develop library services and resources for adult and senior populations. Topics may include, but are not limited to, adult reading programs, services to seniors, and veterans. (Years 1-5)
c. **Underserved Populations Programs Development:** Encourage, support and promote activities to improve, expand, and/or develop services and resources for targeted underserved populations. (Years 1-5)
d. **Grants and Other Funding:** Provide grants for or other assistance in funding projects that support programs, services, and resources to targeted populations (Years 1-5)

OUTCOME 4 (LSTA PRIORITY 6): Persons having difficulty using a library and those in underserved urban and rural communities have improved access to library services that are pertinent to their unique needs.

Target:
- **The number of Adult services programs offered through public libraries will show a 5% increase over the five-year plan.**

GOAL 3:

Current library workforce and leadership possess enhanced skills to advance the effective delivery of library and information services.

> **LSTA Goal 3 Theme: Strengthen the Library Workforce and Leadership**
>
> *LSTA Priority 3*
>
> *(a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services.*

NEEDS ASSESSMENT

Providing high quality library service, as well as meeting the challenges of changing technologies and service needs, is dependent upon libraries having well-trained staff. The importance of staff training in improving library services was reinforced during discussions at focus group meetings. The LSTA FY2018-2022 Plan evaluators found 85% of training participants had implemented skills and knowledge gained through training, but participation had been decreasing prior to the pandemic.

One measure of capacity to provide high quality service is the percent of staff with a graduate degree. Statewide, there are 60% of public libraries without a staff member with an ALA-MLS. As more than 25% of libraries have less than $100,000 in annual revenues, library district budgets do not support sufficient salaries to employ staff with a graduate level degree. However, all staff members need to be continually engaged in learning, whether through classes, workshops, reading, networking or other activities, to keep up with and improve their skills.

Table 2: Library Director Education by Library Locale

	High School Diploma/GED	Bachelors	ALA Certified MLS/MLIS	Other Graduate Degree	All Graduate
Statewide	30.9%	24.2%	34.2%	10.7%	45.0%
City	0.0%	0.0%	77.8%	22.2%	100.0%
Suburb	11.8%	0.0%	88.2%	0.0%	88.2%
Town	26.4%	30.2%	32.1%	11.3%	43.4%
Rural	42.9%	28.6%	17.1%	11.4%	28.6%

88% of the public library districts in Missouri are independent political subdivisions. The members of the library board have an even greater need for education regarding their roles, responsibilities, and duties to ensure compliance with laws and regulations for the library's operation.

For school library staff, the Missouri Learning Standards define the knowledge and skills students need in each grade level and course for success in college, other post-secondary training and careers. In April 2016, the Missouri State Board of Education approved Missouri Learning Standards for English Language Arts to include expectations relevant to library media specialists pertaining to finding literacy-building resources for teachers, conducting research, and integrating technology into school library services. In order to implement new or expand existing services, school library staff need to be engaged in continuing education activities to ensure new expectations are met.

STRATEGIES

Strategy 1 (LSTA Priority 3): The State Library will invest in the professional development of the library workforce and leadership by providing high quality resources and training that support planning, development, implementation and management of strong local library service.

PROGRAMS
a. **Monitor Library Service Trends, Issues, and Opportunities**: Library Development consultant staff will monitor trends in library technical and public services, encouraging the implementation of and training in new or improved resources, services, programs, and best practices to support services for learning and access to content when fiscally and technologically prudent, with special emphasis on statewide initiatives. The consultants will promote awareness of library service trends and opportunities through regular communications, Missouri Secretary of State's website, and other means. (Years 1-5)
b. **Consultant Services:** Provide point of need assistance on public and technical services questions from library staff and trustees as needed to address local issues. (Years 1-5)
c. **Library Staff Skills Trainings:** Library staff will be offered up-to-date continuing education on a wide variety of topics and in a wide variety of formats to advance the delivery of library and information services. Trainings will be widely promoted to reach the greatest possible appropriate audience. When appropriate and feasible, the State Library will partner with state and local agencies in providing these training opportunities. (Years 1-5)
   o **Library Leadership Trainings**: Library trustees, directors and managers will be offered training on pertinent topics such as, but not limited to: community engagement, strategic planning, policy development, and budgeting to strengthen library leadership and management. (Years 1-5)
   o **Technology and Resource Sharing Trainings:** Library staff training opportunities will be provided on pertinent topics such as, but not limited to: information resources, resource-sharing, services for learning, technology planning, and the effective use of technology to strengthen the library's technology-based services. (Years 1-5)
   o **Disability Services Trainings:** Training will be provided to enhance library staff skills and programs on topics that improve library services to people with disabilities. (Years 1-5)
   o **Literacy and Life Skills Trainings:** Training will be provided to enhance library staff skills and programs on topics related to literacy and life skills development programs. (Years 1-5)
   o **Business, Workforce and Economic Development Trainings:** Training will be provided to enhance library staff skills and programs pertaining to business, workforce, and economic development. (Years 1-5)
   o **Children and Youth Services Trainings:** Training will be provided to enhance library staff skills and programs pertaining to youth services development. (Years 1-5)
   o **Adult and Senior Services Trainings:** Training will be provided to enhance library staff skills and programs pertaining to adult and senior services development. (Years 1-5)
d. **Data Analysis:** Support statewide and national efforts to develop, collect and analyze appropriate measures to indicate the impact and value of library services. (Years 1-5)
e. **Library Professional Development Collection**: Provide a current collection of library science materials available for loan to advance the delivery of library and information services. (Years 1-5)
f. **Grants and Other Funding:** Provide grants for or other assistance in obtaining funds for individuals or groups to participate in continuing education events to enhance library leadership, library knowledge, skill level of the participant(s), planning and management skills. (Years 1-5)

Outcome 1 (LSTA Priority 3): Library staff members have enhanced skills that improve service delivery to the public.

Targets

- **At least 85% of participants will report they have applied skills and knowledge gained through training, as indicated on the annual continuing education survey.**
- **Maintain an annual participation rate of 75% or higher of public libraries with at least 3 FTE who participate in one or more continuing education events during the course of the five-year plan.**

Outcome 2 (LSTA Priority 3): Library directors, managers and trustees possess enhanced skills to effectively lead Missouri libraries.

Targets

- **75% of Missouri public libraries will have at least one library director or manager attend LSTA trainings to advance library leadership and management.**
- **40% of Missouri public libraries will have at least one library board member attend LSTA trainings to advance library leadership and management.**

Coordination Efforts

Mindful of the need to eliminate waste, avoid duplication of effort, and leverage funds in a responsible manner to offer the best possible library service to the residents of Missouri, the Missouri State Library (MOSL) will continue to coordinate efforts at the State level through partnerships with the Missouri Research and Education Network (MOREnet), the Missouri's Department of Mental Health, the Missouri Department of Elementary and Secondary Education, the Missouri Department of Social Services, the MOBIUS Consortium, the Missouri Library Association, and the Missouri Association of School Librarians. Coordination at the national level will include participation in the Collaborative Summer Reading Program, and selected programs of the American Library Association and other entities.

New partnerships will also be explored including the Missouri Job Centers and the Missouri Department of Health and Senior Services.

Competitive grant project applicants will be encouraged to obtain input from local and statewide partners, as appropriate, in preparing proposals and implementing programs at the local level.

Evaluation Plan

The following methods will be used to monitor progress toward meeting plan goals:

1. All statewide and local projects funded through LSTA will include an evaluation plan that uses output and outcome data to assess project impact. Specifically, continuing education events will measure levels of knowledge and implementation of program content; and grant projects will collect program participant data, as well as collect and disseminate best practices, statistics and anecdotal results.

2. Library Development staff will review the overall effectiveness and impact of LSTA-funded programs in addressing the goals at the conclusion of every grant cycle. Results-based management will be used in developing yearly plans that address current and emerging needs.

3. The State Librarian and Library Development staff will monitor the need for an amendment to this five-year plan based on the library environment, changes in funding, and other concerns that may affect plan implementation.

4. The evaluation of the full five-year plan will be conducted by an independent evaluator and will encompass retrospective assessments, process assessments and prospective analysis or other areas as identified by the Institute of Museum and Library Services.

Stakeholder Involvement

The Missouri State Library used a multi-method approach to engage stakeholders in the development of Missouri's LSTA FY2023-2027 Plan. These included findings from:

- Missouri's LSTA FY2018-2022 Five Year Evaluation conducted by QualityMetrics, LLC., which included a web survey, staff interviews, interviews with project managers, and virtual focus group discussions.
- Virtual meetings and conference call discussions pertaining to specific topics with key stakeholders

Plan goals for LSTA FY2023-2027 were identified and prioritized. Library Development staff then drafted strategies and

activities for inclusion in the Plan. The final document was written by the Library Development staff and was presented to and endorsed by the State Librarian, Secretary of State Executive Staff, and the Missouri Secretary of State. The Missouri Secretary of State approved the plan on June 13, 2022. Key findings from the above and the LSTA FY2023-2027 plan will be presented to the Secretary's Council on Library Development on July 15, 2022.

Throughout the implementation of Missouri's LSTA FY2023-2027 plan, State Library staff will gather information from the library community and the Secretary's Council on Library Development regarding their concerns and needs in implementing the LSTA program and updating plan goals and programs as needed. These assessments will assist in measuring satisfaction with current services, prioritizing services currently provided, and identifying and prioritizing new services as appropriate.

Communication Procedures

When notification from the Institute for Museum and Library Services (IMLS) of the approval of the Missouri State Plan is received the plan will be published on the MOSL website. Statewide promotion of the new plan will be provided through newsletters, announcements at the Missouri Library Association conference in October 2022, and other meetings during that time period. Printed copies will also be available upon request from MOSL.

Competitive grant awards will be posted on the MOSL website. Goals and outcome targets achieved under Missouri's LSTA 2022-2027 Plan will be published in IMLS State Program Reports, press releases, MOSL newsletters, website announcements, and other means as they become available.

An executive summary of the five-year evaluation will be posted on the MOSL website to document progress in meeting plan goals.

Monitoring Procedures

As the designated SLAA granted federal LSTA funds through the IMLS, the Missouri State Library is required both by IMLS and by 2 CFR 200 to monitor sub-recipients' expenditures and administration of LSTA funds. IMLS requirements for monitoring sub-recipients' expenditures of LSTA grant awards are described in 45 CFR 1183.40. In addition, the Missouri State Library follows the preferred method of paying sub-grantees the majority of grant funds in advance, as specified in CFR 1183.21 (C). Finally, the Missouri State Library's monitoring policies and procedures reflect that provision in 2 CFR 200.501(d) which exempts non-federal entities from single audits of federal awards under $750,000 (in the aggregate within a single fiscal year), but specifies that sub-recipients' "records must be available for review of audit by appropriate officials......" for monitoring and audit purposes.

The grant proposal and any project revisions provide the basis for the monitoring process. Each project is expected to closely follow the proposal and any subsequently approved project revisions. Monitoring of a grant project is handled in several ways, including phone calls, e-mails, formal reports, and site visits. Typically, a project will be monitored by Missouri State Library consulting staff through report reviews. No fewer than 10% of libraries awarded competitive grants will receive an onsite or virtual visit. During the visit, the consultant will observe project operation, examine related documents, and meet with project staff to gather additional information about the project. Other factors influencing the type of monitoring chosen include the size of the grant award, experience of the project director, and complexity of the project. After the monitoring visit, the consultant will prepare a written report. Copies of the complete report are maintained in MOSL grant files. A summary letter is sent to the Library Director and Project Manager.

Definitions
Addendum A

A. A <u>public library</u> is a library established and maintained under the provisions of the library laws or other laws of the state related to libraries, primarily supported by public funds and designed to serve the general public.

B. A public elementary school or secondary <u>school library</u> is a library controlled and operated by publicly supported elementary or secondary schools, and designated to serve faculty and students of that school.

C. An <u>academic library</u> is a library which is controlled and operated by a two (2) or four (4) year college or university, either publicly supported or private, and which is designated primarily to serve faculty and students of that college or university.

D. A <u>special library</u> is a library established by an organization and designed to serve the special needs of its employees or clientele. A special library must have an appropriately trained librarian, an organized collection, a minimum of 20 hours of service per week, with some opportunity allowed for service to the public or a strong commitment to resource sharing. They include both private libraries and publicly funded libraries, such as those serving mental health facilities, correctional institutions, and government agencies.

E. A <u>library consortium</u> is any local, statewide, regional, interstate, or international cooperative association of library entities which provides for the systematic and effective coordination of the resources of school, public, academic, and special libraries and information centers, for improved services for the clientele of such library entities.

F. <u>Eligibility</u> of a library or library consortium for receipt of LSTA funds will be determined by the State Library.

Focal Area Mapping

Addendum B

State Goal	IMLS Focal Area	Associated Project	IMLS Intent
#1 Build and Sustain Information Resources	Information Access	Resource Sharing	Improve users' ability to obtain and/or use information resources
		Resource Management	Improve users' ability to discover information resources
		Digitization Program	Improve users' ability to discover information resources
		Grants and Other Funding	Improve users' ability to discover information resources OR Improve users' ability to obtain and/or use information resources
	Institutional Capacity	Broadband Connectivity and Technology Infrastructure Support	Improve library's physical and technology infrastructure
		Monitor and Support Network Development	Improve library's physical and technology infrastructure
		Grants and Other Funding	Improve library's physical and technology infrastructure OR Improve library operations
#2 Target Library and Information Services	Lifelong Learning	Literacy Skills Development Programs	Improve users' formal education
	Human Services	Life Skills Development Programs	Improve users' ability to apply information that furthers their personal, family or household finances OR Improve users' ability to apply information that furthers their personal or family health and wellness OR Improve users' ability to apply information that furthers their parenting and family skills

#2 Target Library and Information Services	Lifelong Learning OR Human Services OR Civic Engagement	Grants and Other Funding	Improve users' formal education OR Improve users' general knowledge and skills OR Improve users' ability to apply information that furthers their personal, family or household finances OR Improve users' ability to apply information that furthers their personal or family health and wellness OR Improve users' ability to apply information that furthers their parenting and family skills OR Improve users' ability to participate in their community OR Improve users' ability to participate in community conversations around topics of concern
	Employment and Economic Development	Workforce Development Programs	Improve users' ability to use resources and apply information for employment support
		Business and Economic Development Programs	Improve users' ability to use and apply business resources
		Grants and Other Funding	Improve users' ability to use resources and apply information for employment support OR Improve users' ability to use and apply business resources
	Lifelong Learning	Children and Youth Services Programs Development	Improve users' general knowledge and skills
		Adult and Senior Services Programs Development	
		Underserved Populations Programs Development	
		Grants and Other Funding	

#3 Strengthen the Library Workforce and Leadership	Institutional Capacity	Monitor Library Service Trends, Issues, and Opportunities	Improve the library workforce
		Consultant Services	
		Library Staff Skills Training	
		Data Analysis	
		Library Science Resources Collection	
		Grants and Other Funding	