

**Fiscal Year 2023-2024 through FY 2027-2028**

## **Agency Vision Statement**

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

## **Agency/Program Mission Statement**

The State Library of Louisiana inspires and supports literacy and lifelong learning for all Louisianans through access to information, strengthening communities, supporting exceptional library services, and preserving Louisiana's heritage.

## **Agency Philosophy Statement**

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

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

## **Agency/Program Goals**

In the next five years, the State Library of Louisiana will focus its services and resources on six fundamental priorities: (1) serve state government and libraries by collecting and disseminating public information and providing reference services and library materials; (2) assist public libraries as they continue to be engines for economic growth, educational opportunity, and workforce development in their communities; (3) provide training and consulting to public libraries to support and assist their local advocacy efforts within their communities; (4) meet the informational needs of our blind and physically-handicapped citizens across the state helping them to learn and navigate new technologies and new ways to obtain information; (5) expand the focus on Louisiana materials and continue to provide extraordinary reference services while working to enhance, preserve, and promote the collection; and (6) continue to refine a coordinated program to promote literacy among all ages, especially early childhood, and a lifelong love of reading among Louisianans.

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

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

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

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

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

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

Goal VI: Remain an energetic and relevant organization through continual improvement and ongoing communication with its users while remaining flexible to the ever changing needs of our clients and stakeholders.

## **PROGRAM OBJECTIVES:**

**Objective 1:** Increase usage of the State Library collections and services by at least 2% by 2028.

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

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

**Objective 2:** Increase usage of public library resources by 5% by 2028.

**Program Activity:** Services to Public Libraries

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

**Objective 3:** Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

**Program Activity:** Services to Public Libraries

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

**Objective 4:** By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

**Program Activity:** Services to Special Populations

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

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

**Program Activity:** Services to Public Libraries

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

**Objective 1: Increase usage of the State Library collections and services by at least 2% by 2028.**

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

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

**Strategies**

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

**Indicators**

Output	Number of items accessed from State Library collections
Output	Number of reference inquiries at the State Library
Outcome	Number of attendees at annual Louisiana Book Festival
Output	Number of digital items added to electronic collections
Outcome	Number of uses of State Library wireless connectivity

## **Objective 2: Increase usage of public library resources by 5% by 2028.**

**Program Activity:** Services to Public Libraries

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

### **Strategies**

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

### **Indicators**

Output	Number of electronic database searches
Output	Number of items borrowed and loaned among public libraries
Outcome	Number of uses of public access computers in public libraries
Outcome	Number of uses of public library wireless hotspots
Outcome	Number of online tutoring engagements

**Objective 3: Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.**

**Program Activity:** Services to Public Libraries

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

### **Strategies**

- 3.1 Continue to increase convenience, quality, and relevance of State Library workshops taught throughout the state to meet specific needs of users.
- 3.2 Partner with other continuing education providers to improve training opportunities for all library staff throughout the state.
- 3.3 Provide consulting to libraries and governing authorities in all areas of library administration including strategic planning, building programs, legislative issues, staff development, funding, statistics-gathering, and program development.
- 3.4 Take a leadership role in encouraging public libraries as anchor institutions to actively promote literacy in their communities.
- 3.5 Continue to offer training to public libraries in assisting and supporting government agencies and institutions.
- 3.6 Continue to enhance effectiveness of online training delivery.
- 3.7 Continue to teach and update certified courses for the Library Support Staff Certification Program; obtain renewal of existing course certifications.
- 3.8 Continue to respond to needs of users by implementing enhancements and changes requested through customer service surveys and ongoing dialogue with users.

### **Indicators**

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

**Objective 4: By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.**

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

### **Strategies**

- 4.1 Increase outreach efforts to those incarcerated in state institutions.
- 4.2 Increase leadership role in provision of library services to the blind and physically handicapped.
- 4.3 Continue to provide information, materials, training, coordination and promotion for reading programs, including Summer Reading Programs for children, teens, and adults, and Louisiana Readers' Choice Award Program.
- 4.4 Continue to foster a culture of literacy in all that we do.

### **Indicators**

Output	Number of participants Summer Reading Program
Output	Number of participants in LA Readers' Choice Program
Outcome	Number of books read by LA Readers' Choice Program participants
Output	Number of items loaned to person with visual and physical disabilities

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

**Program Activity:** Services to Public Libraries

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

**Strategies**

- 5.1 Continue to provide State Library employees with the technology, training and tools needed to excel at their jobs.
- 5.2 Continue to identify grant opportunities and funding sources for new projects for the State Library and the public libraries.
- 5.3 Improve communication among State Library staff, between State Library and public libraries, among public libraries, and between public libraries and their clients.
- 5.4 Fill a critical Communications position required for the State Library to meet core needs of the public libraries in regards to communications, marketing and promotion.
- 5.5 Upgrade existing State Library facilities as needed to increase functionality, convenience and attractiveness.
- 5.6 Continue robust program of technology support for 340 public libraries by State Library IT staff.
- 5.7 Increase outreach to state employees and agencies to facilitate access to information that will enhance their job performance and agency success.

**Indicators**

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



## **Program Supporting Documentation**

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

The State Library undertakes strategic planning on a continuing basis. Major planning efforts, including holding focus groups with stakeholders and environmental analyses, were conducted in 2004, 2008, 2010, 2016, and 2022.

The State Library conducts an annual survey of public library directors, soliciting input on programs and services. Data from these annual surveys is used to direct future efforts. A Database Advisory Committee provides direction and advice on statewide electronic resources each year. Additionally, the Administration solicits input from directors of public libraries at the Fall Administrative Librarians' Conference and at the State of the State Library presentation each year at the Louisiana Library Association Conference. Monthly meetings with library administrators also provide an open forum for suggestions for improving services.

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

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

State agencies, state employees, and state legislators - OSL provides research and information services to any governmental entity, which includes checking out materials; distribution of public documents to the depository libraries; training and providing informational programs to state agency staff; and access and preservation of print and electronic public documents.

Public libraries – OSL provides statewide electronic resources, interlibrary loan, training and technology support, reference and information services, as well as programming and consulting services to all 67 public library systems in the state. Some small, rural libraries with minimal budgets do not employ trained librarians, and they rely on the State Library for guidance and advice in all areas of operations and services. Support to public libraries is provided 24/7.

General Public – The State Library building is open to the public 20 hours per week and all of its resources are available on the premises; and phone and email services are available from 7:30 am to 6:00 pm Monday through Friday. The State Library provides computer and Internet access, wifi access, printing and copying, faxing and phone services, etc. The State Library also provides research and information services to all users, as well as access to library materials and resources. This includes access to statewide electronic resources available online 24/7, such as Homework Louisiana which provides homework help to all Louisiana students. The State Library also provides the Louisiana Collection,

which is the premier collection of Louisiana items and materials and consists of 1.2+ million items available to the public for research and information.

Special Needs Users – Within the State Library is the Talking Books and Braille Library (TBBL), an affiliate of the Library of Congress National Library Service for the Blind and Print Disabled. It directly serves 6,000 residents with visual and physical disabilities. The TBBL mails out an average of 1,000 talking books, magazines, and other information on a daily basis to these users throughout the state. All TBBL programs are free of charge to approved users. In addition, the State Library provides the statewide Summer Reading Program and the Louisiana Readers' Choice Programs designed to develop and strengthen a love of reading and books.

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

**Objective 1:** Increase usage of the State Library collections and services by at least 2% by 2028.

Primary beneficiaries of this will be public libraries and their users, state employees, legislators and state agencies and the general public with the potential to reach all citizens.

**Objective 2:** Increase usage of public library resources by 5% by 2028.

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

**Objective 3:** Provide a minimum of 90 educational opportunities per year for public library staff to improve and enhance their abilities to meet the needs of their communities.

Public library staff will benefit from the continuing education workshops offered by the State Library, and by extension, their users will benefit from improved local library services and more competent and knowledgeable local public library staff.

**Objective 4:** By 2028, provide 160,000 items per year to special populations and maintain participation in reading programs at no less than 110,000 per year.

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

**Objective 5:** The State Library will achieve a 90% satisfaction rate in surveys of its users. Surveys of public library directors will reveal their satisfaction with all services offered by the State Library. Secondarily, beneficiaries of quality services and materials at the State Library will be the general public and all Louisiana citizens.

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

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

**E. Potential external factors**

Continued budget cuts and reduction in staff, as well as disasters including the hurricanes and the pandemic, over the last 12 years have severely impacted the State Library staff and the State Library's ability to fully meet the needs of its users and to provide assistance within the timeframe it is needed: 1) Current efforts are focused on meeting the minimum needs of all served, across the board, because there is no option to reduce or suspend existing services. 2) An additional external factor layered on top of a reduced workforce and reduced funding that impacts our ability to perform is the dramatically increased pace of technology changes. 3) Outdated hardware and software is at the end of life and needs to be replaced. 4) Difficulty in recruiting qualified librarians due to existing salaries that are non-competitive nationally or even with the Southern average making us unable to react to current job market rates while at the same time our positions require high level prior experience.

When all of these factors are combined with statewide issues, that the State Library and public libraries work daily to address, such low literacy rates among Louisianans, including digital literacy, both exacerbated by the pandemic, an attitude at the local level of "no new taxes", and a lack of broadband access in Louisiana, it has been and continues to be a tremendous challenge for State Library staff to fully accomplish their goals. Even if full funding is reinstated immediately, it will take time to hire new staff and train them and to bring the technology infrastructure back up to business-level standards.

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

Results of the *LSTA 2018-2022 Evaluation Report*, completed in March 2022, were used to identify accomplishments as well as areas for improvement. This report required an in-depth review and analysis of activities in the last five years which is being used to inform this plan as well as the new LSTA Five-Year Plan.

Additionally, the National Library Service for the Blind and Print Disabled performs a biennial site visit and evaluation on the Talking Book and Braille Library program which

took place in July 2021. Each year the State Library produces the *Public Libraries in Louisiana: Statistical Report* which also yields important data for the public libraries to be used for the performance indicators.

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

The Office of the State Library supports and works cooperatively with other state agencies, public libraries, and academic libraries, to provide comprehensive library services to Louisiana's citizens. The services that the State Library provides to our clients, the public libraries, are unique and not provided by any other agency. The Talking Books and Braille Library within the State Library serves as the sole regional provider of talking books and other resources for those who are blind or physically handicapped. The State Library plays a supportive role with any public agency or institution that serves Louisiana citizens and local communities. State Library staff work closely with other agencies and legislative libraries to avoid duplication of materials and also to make materials available that other agencies do not have.