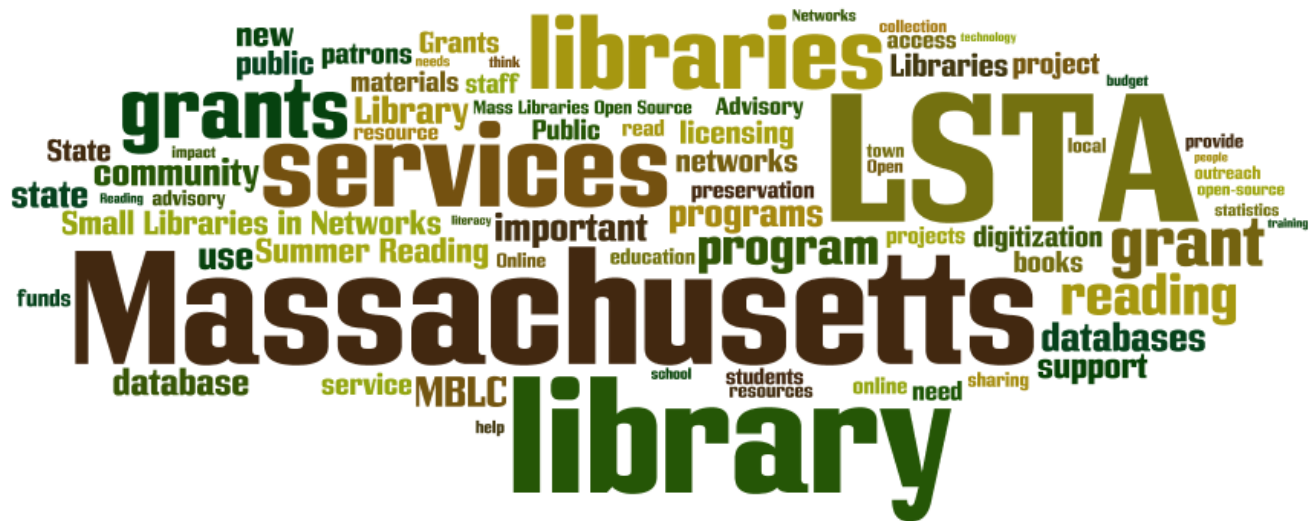# Library Services and Technology Act

Massachusetts Long Range Plan 2013-2017

Massachusetts Board of Library Commissioners

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The Board of Library Commissioners (mass.gov/mblc) is the agency of state government with the statutory authority and responsibility to organize, develop, coordinate and improve library services throughout the Commonwealth. The Board advises municipalities and library trustees on the operation and maintenance of public libraries, including construction and renovation. It administers state and federal grant programs for libraries and promotes cooperation among all types of libraries through regional library systems and automated resource sharing. It also works to ensure that all residents of the Commonwealth, regardless of their geographic location, social or economic status, age, level of physical or intellectual ability or cultural background, have access to essential new electronic information technologies and significant electronic databases.

Mission Statement

The Massachusetts Board of Library Commissioners is the state agency that supports, improves and promotes library services throughout the Commonwealth. We seek to provide every resident of Massachusetts with equal opportunity to access information resources that will satisfy individual educational, working, cultural, and leisure-time needs and interests, regardless of an individual's location, social or physical condition, or level of intellectual achievement.

Overview

In preparation for the writing of this 2013-2017 LSTA Long Range Plan, the Massachusetts Board of Library Commissioners conducted interviews and surveys on its programs and what future programs and services that the Board should provide.

The first decade of this new century had a great effect on Massachusetts and its residents. According to *Recapturing the American Dream, Meeting the Challenges of the Bay State's Lost Decade,* a research paper published by MassInc, a non-partisan think tank and civic organization, the first decade of this century was an exceptionally challenging time for Massachusetts. The Commonwealth ended the decade with 150,000 fewer payroll jobs. One-fourth of the Commonwealth's workers were not in jobs that used their full potential and income remained flat for the middle class. Libraries experienced a growth in use in ways that were different than previous times of growth. Residents used libraries to assist them with job searches; used the libraries technology and Internet connections; needed assistance with the new social media environment and its technology, and attended library programs and workshops in record numbers.

The 2010 census shows a changing demographic for Massachusetts. Population in the decade increased by 3.1%, but the increase was growth in our African American (1.2%), Asian (1.5%) and Latino (2.8%) populations.   14.5% of Massachusetts residents are

foreign born compared to the national average of 12.7%. In 21% of homes families speak a language other than English. Massachusetts residents have a median age of 39, the ninth highest in the nation. Massachusetts has more residents with a bachelor's degree or higher (38% of the population) and more high school graduates (88.7%) than the average for the country. 10.5% of Massachusetts residents are below the poverty line.

Our libraries are being used more-- being connected, having easy access to library resources, meeting the needs of a more diverse population, providing training for library staff and developing a shared e-collection and digitized resources are strong needs of the library community. To assist libraries in meeting these needs, the Massachusetts Board of Library Commissioners has adopted these goals for this plan:

1. Support learners of all ages with their individual educational and learning goals.
2. Improve access to library services and resources for all residents of the Commonwealth.
3. Enhance the quality of library services offered to residents of the Commonwealth.

In the last plan, the Board strived to meet the priorities of LSTA, and our evaluation of the current plan shows that we had good results and aims to achieve the same results within the time frame of this plan. The Board will incorporate the recommendations of increasing our performance metrics showing more outcome based evaluation for several of its statewide programs.

Goal 1: Support learners of all ages with their individual educational and learning goals.

Needs Addressed by this goal:

In the 1990's, Massachusetts led the way in preparing its workforce for the knowledge economy; but the economic downturn that happened in the first decade of this century changed that reality. The Commonwealth has a highly skilled workforce and now much of that workforce is under-employed. In the last decade, Massachusetts lost 143,000 jobs; people are staying in the workforce longer, often meaning that our younger workers leave the state to find suitable employment. There are four significant sectors in the Massachusetts economy: education, health care and life sciences, finance and insurance, and technology. None of these sectors grew over 1% in the first decade. The Governor wants Massachusetts to remain competitive for the long term and has initiated a STEM (Science, Technology, Engineering and Mathematics) program for the state. The MBLC has developed a grant program to introduce STEM principles to students in grades 4-8

and is partnering with the Department of Early Education and Care to introduce STEM concepts to younger children.

The Board has partnered with the Department of Refugees and Immigrants on programming. Massachusetts remains a destination for thousands of people from other countries who want to improve their lives and build a new future. Many immigrants do not have the language skills needed to gain employment, help children with their homework, or fully participate in the communities where they live. Libraries have a key role to play in helping these newcomers bridge the civic and economic challenges in order to better integrate into our society.

According to the website Disabled World, there are an estimated 821,000 people in the state of Massachusetts over the age of five who have a form of disability. Approximately 143,000 people with disabilities, or 2.5% of the state's population, experience difficulties with performing activities of daily living such as bathing, dressing, or moving around inside of their homes. There are around 455,000 people in the state who have a form of work disability, and 155,000 people with disabilities in Massachusetts who are employed. Around 26,000 people with disabilities in the state are unemployed, while 233,000 are currently not in the workforce.

The ability to read is fundamental to success in today's world. It can affect economic, educational, and physical well-being as well as cultural and other dimensions of one's life. Learning to read in school is directly related to children's exposure early in life to adults' reading aloud, talking, and using language with them. Before children actually read, fostering the development of early literacy skills that emerge during the first three years lays the foundation for success in school and life.

Promoting activities that lead to the growth of proficient and prolific readers is one of the things that libraries do best. Creative programming that draws children, young adults and parents, with their infants, preschoolers and students, into libraries and into active reading programs has long been one of the chief talents of children's librarians. Public and school libraries and other groups should be active partners in working to raise children's literacy and increase their enjoyment of quality literature. Therefore, cooperatively and individually, libraries contribute significantly to laying a sound educational foundation for the youth of the Commonwealth. Along with reading for pleasure, youth must learn how to search and utilize the library's electronic resources.

To keep current on trends and for assistance with learning and homework, residents need access to current journals, resources and newspapers. In a 2011 survey conducted by the MBLC, libraries listed general periodicals and academic journals as the number one priority for statewide databases, followed closely by the Boston Globe and New York Times newspapers and a general encyclopedia.

Program Objectives and Activities

1. MBLC partners with the Massachusetts Library System to provide statewide databases of general interest periodicals and journals, the Boston Globe and New York Times newspapers and a general encyclopedia. Both partners provide training for these resources.

   Initial Program Offerings: How Green is My Library grant program; Suite of Gale Databases, including the New York Times, Boston Globe and Encyclopedia Britannica.

   Key Output Targets:

   - By 2017, residents of all ages will increase their usage of statewide databases by 10%.
   - By 2017, at least ten libraries will apply for a grant that provides programs and training to improve use of the statewide databases.

2. MBLC supports literacy programs for all ages.

   Initial Program Offerings: Summer Reading Program, Conversation Circles, Science is Everywhere, Serving Tweens and Teens, Center for the Book and will develop a new program on early literacy and a program assisting residents with citizenship information.

   Key Output Targets:

   - By 2017, at least five libraries will establish or expand literacy services to people with functional reading, writing, and computation challenges.
   - By 2017, at least ten libraries will implement informally structured conversation groups for English language learners.
   - By 2017, at least twenty libraries will identify and establish partnerships with other community agencies and organizations that work to support outreach to adult new readers and people with limited English language skills.
   - By 2017, at least 100 libraries will have created or updated a record in the Accessibility for People with Disabilities database hosted on the Consumer Portal website.
   - By 2017, at least ten school and public libraries will apply for grants to advance emergent literacy and literacy skills for children (0-teens) by providing resources, programs and training.
   - By 2017, at least ten school and public libraries will apply for grants to encourage and support the development of children's and young adults'

reading skills through collection development and a variety of innovative programs.

Key Outcome Targets:

- Given the development of a model conversation circle program for English language learners, 75% of participants in the program will report satisfaction toward meeting at least one key learning goal as a result of the library program.

- As a result of participating in grant programs to serve underserved residents, librarians will report an ability to build increased local support by developing strategic alliances with other community agencies. At least 75% of libraries applying for projects that target outreach will report that they have reached a new audience and have created alliances not previously explored.

- At least 75% of parents/caregivers participating in emergent literacy programs will report a 30% increase in the number of hours per week that they read to their children.

3. The MBLC supports programs that provide outreach to an identified group of residents who need assistance with a particular learning need.

    Initial Program Offerings: Academic Library Incentive, School Library Incentive, Next Chapter, Libraries for Job Seekers

    Key Output Targets

    - By 2017, at least ten libraries will apply for and receive Libraries for Job Seekers grant.

    - By 2017, at least ten libraries will offer the Next Chapter Program.

    - By 2-17, at least four libraries will apply for and receive Academic/School Library Incentive Grants.

    Key Outcome Targets:

    - By 2017, ten libraries will identify and establish partnerships with other community agencies and organizations that work to support outreach to older active adults as part of their planning process.

4. The MBLC develops partnerships with state agencies, non-profits and other interested institutions to assist with meeting the learning goals of residents

Initial Program Offering: Summer Reading Program with the Boston Bruins, Partnership with Department of Early Childhood and Care

Key Output Target:

- By 2017, the MBLC will partner with four additional state agencies, non-profits and other organizations.

Key Outcome Target:

- 100% of the organizations that partner with the MBLC will realize the vital role that libraries have in their communities.

LSTA purposes aligned with this goal:

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. Develop public and private partnerships with other agencies and community-based organizations.
3. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy and information skills.
4. 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: Improve access to library services and resources for all residents of the Commonwealth.

Massachusetts residents use their libraries heavily.   Massachusetts libraries have a strong history of resource sharing and are struggling to understand how this can continue in the electronic world. Many of the networks in the state have shared electronic collections, but residents want more. Residents express frustration with time and effort it takes to load e-titles to their devices.   Libraries are looking to the State for help as demonstrated in two surveys done by Himmel and Wilson (January 2012) and the Parthenon Group (February

2012). The Board has appointed a statewide Resource Sharing Committee, whose charge is:

> *to study current trends in technology and the use of it; publishing and electronic dissemination of information; today's environment and how these impact resource sharing. Determine up to five strategic goals for Massachusetts library resource sharing with specific action steps recommended for implementation during the next 3-5 years.*

In the last five years, the Board worked with the stakeholders to provide high speed Internet access to the libraries in the western part of the state. Many households in the area still have dial-up access to the Net as broadband is not available. It has made the small libraries in the west the gathering place in the community. The Board is working with the Massachusetts Broadband Institute as they bring the backbone for high speed Internet access to these rural communities.

Because high speed access is limited in certain areas, all libraries have not been able to become part of the networked world.   The Board has increased the opportunity for small libraries to join the automated networks and has assisted others with maintaining their membership in the network. This plan seeks to expand this program to all public libraries that are not members of a network.

There should be a minimal level of Internet connectivity for all public libraries and all members of automated resource sharing networks, as shown in telecomm reports to MBLC, and the national Public Library Internet survey by John Bertot, et al., in Florida. There is a need to maintain a secure and robust automation infrastructure for automated resource sharing networks, and a need for more sophisticated search tools, including federated/meta-search, and Open URL resolvers. A statewide library card program with an electronic registration component, as demonstrated by the Authentication Needs Assessment, January 2007 and *Resource Sharing Unbound* program, May 15, 2012, is needed—users desire a simplified single sign-on to all resources to which they are entitled. Libraries require simplified management of providing access to licensed electronic content, while maintaining branding and statistics through a statewide portal.

The documentary heritage of Massachusetts is essentially intact from its founding, and much rich information and documentation exists. Throughout the Commonwealth, repositories house irreplaceable collections of books and private and public documents that serve as a rich resource for researchers involved in local, state, regional, national, and international studies. Library staffs in public and academic libraries and in other repositories have long collected materials that document their immediate and adjoining locales as well as focusing on specific collecting areas. Although much of this material is monographs and pamphlets, a significant portion is manuscript material (personal and organizational papers), photographs, posters, ticket stubs, broadsides, etc. Many of these collections are in need of conservation work to prolong their lives and to enable them to be handled.

Throughout Massachusetts, preservation survey reports have documented the preservation problems in libraries as they relate to the collections (particularly the local history, special, and archival ones); building concerns; storage, enclosures, and handling

practices; environmental issues; emergency preparedness; preservation policy and planning; in-house repairs; reformatting needs; and commercial binding. The preservation of library and/or archival research materials with significant research value is important to ensure that these materials remain a viable tool for generations to come. These resources include books, journals, newspapers, documents, photographic prints and negatives, sound recordings, maps, architectural drawings, and other materials whose primary value is informational. Preservation microfilming, digitization of historical materials to provide access, and treatment for conservation of research materials with significant artifactual value have all been strategies using LSTA funds.

Massachusetts has many small libraries whose staff does not have the expertise to assess collections and determine preservation and digitization needs. Working with the Digital Commonwealth, the Boston Public Library is offering that expertise and is digitizing and hosting collections of libraries across the Commonwealth.

The first decade of this century has given Massachusetts resident extreme weather conditions. Parts of the State have been hit by a tornado, hurricane, major flooding and record setting snowfall. FEMA and MEMA have designated several public libraries as disaster recovery centers as a result of these emergencies. Sections of the State have lost power for significant periods of time and the library becomes the site where people congregate to check in with others, stay warm and recharge their devices. The Board has used LSTA funds to provide assistance to libraries that have suffered a disaster and will continue this in this plan.

Program Objectives and Activities:

1. The MBLC will improve and support the technological infrastructure needed to link multi-type libraries and networks across the Commonwealth.

   Initial Program Offerings: Support network connections and services

   Key Output Targets:
   - By 2017, 359 public libraries (97%) will have a broadband connection to the Internet.
   - By 2017, 400,000 (10%) of currently registered residents will have registered for and received a statewide library card. 20% of those who register will have obtained their statewide card online.

2. MBLC will support resource sharing and the utilization of electronic information technology and will provide easy access to these resources.

   Initial Program Offerings:

- Expand the Small Libraries in Networks by offering each public library an incentive to join an automated library network that leverages local funding to sustain membership.

- Pilot projects to support recommendations of the Statewide Resource Sharing Committee.

- Network system upgrades and MassLNC Project (Open Source ILS)

- Consumer portal.

- Update the statewide virtual catalog and expand membership to include MassCat and unaffiliated academic library systems.

Key Output Targets:

- By 2017, users of over 450 Massachusetts libraries of all types and 550 outlets will have access to contemporary ILS services on multi-type shared systems, including a 21st century OPAC.

- By 2015, the Board will implement all the recommendations of the Statewide Resource Sharing Committee.

- By 2017, 98% of public libraries are members of an automated library network.

- By 2017, all residents of Massachusetts will be able to search and retrieve online content, as well as request physical materials via statewide virtual catalog or consumer portal.

Key Outcome Target:

- By the end of this plan, 50% of residents who have used the Consumer portal will say that it has increased their use of the library.

3. Ensure access to the literary treasures of Massachusetts by preserving source materials in their original format, reformatting or copying materials at risk of loss. Support the digitization of historical and other significant resource materials. Offer training for disaster preparedness and provide assistance to libraries needing help after a disaster.

Initial Program Offerings: Preservation Survey, Digitization of Historical Records, Digital Commonwealth, Disaster Preparedness Workshops, Emergency Assistance Program and *dPlan: the Online Disaster Planning Tool.*

Key Output Targets:
- By 2017, at least fifteen libraries will have completed a preservation survey and developed a Preservation Action Plan based on the information included in the report and observations made at the time of the consultant's visit.

- By 2015, residents will have access to at least thirty digital collections made possible by the MBLC partnership with the Boston Public Library and Digital Commonwealth.

- By 2017, 25% of the Commonwealth's libraries will have trained staff in disaster preparedness.

Key Outcome Targets:

- After completing the entire Preservation Survey process, at least 80 % of the staffs of the libraries implementing Preservation Surveys will have an increased knowledge of preservation principles and how these affect library and archival materials, and have knowledge of concrete steps that can be taken to ameliorate the identified problems.

LSTA Purposes Aligned with This Goal

1. Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks.

2. Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

Goal 3: Enhance the quality of Library Services offered to residents of the Commonwealth.

Needs addressed by this goal:

Libraries must respond to a changing landscape that increasingly offers users other options (the bookstore, Internet, local cable) to meet their needs. However, it is often these efforts, particularly those involving today's technology, that increase the stress level of both customers and library staff and cause a great deal of frustration. Whether the stress is on the front line library worker who is dealing with an angry or upset patron

or on the customer who feels library staff is not responsive, attitudes around customer service can be traced back to those who manage libraries. Library administrators must provide their staffs with the skills and training to deal with a host of new issues in order to be truly "user-friendly." Training is a key component of a vibrant library. Training needs to reach library staff, trustees and friends groups.

Libraries can play a key part in extending public discussions about the roles and responsibilities of our citizens; democracy depends on an engaged and informed group of constituents. The Harwood Institute sees a world where people have lost faith in the American Dream and want to reclaim their communities issue by issue. They see a world where "people have shared and converging pathways to realize their own potential to make a difference, and where they can join together to build a common future." They see libraries as conveners to assist in creating communities of hope and progress. Since 2000, more than fifty libraries of all types across the Commonwealth have been actively involved in promoting the reading and discussion of one book centered on a theme. These programs have served to promote a culture of reading while increasing closer community ties through the shared experience of discussing the same book. These projects provide a unifying experience for participants while affirming the joy of books and the power of literacy.

The public library is poised to partner increasingly with local schools, museums, and other social and cultural institutions. It should serve as a forum to showcase social issues and opportunities for involvement. The public needs a "convening" place where residents can talk and discuss issues that are important to their community. Libraries can offer community programs and serve as a public forum where people can improve their communication, decision making, and interpersonal skills. Citizens can interact with others in engaging and friendly discourse. The wealth of information available in the library allows individuals to pursue multiple lines of inquiry and to collect, organize, evaluate, analyze and interpret these findings.

Program Objectives and activities

1. MBLC will provide training and support to library staff; and trustees and friends of public libraries.

   Initial Program Offerings: Customer Service training, Trustee and Friends workshops, Reader's Advisory services, leadership institutes, emerging technologies workshops, literacy workshops.

   Key Output Targets:
   - By 2017, fifteen libraries will undertake intensive Customer Service projects, providing training for all staff on how to improve customer service, deal with problem users, and resolve issues about use of new

technologies. These libraries will also develop customer service-oriented public relations strategies and materials, and develop, evaluate, and/or update a staff training manual or orientation manual, and update current policies and procedures to reflect attitudes of good customer service.

- By the end of the five year plan, seven libraries will apply for and carry out a project to train staff in Reader's Advisory practices.

- By the end of the five year plan, Seventy-five individuals will have completed training as part of the Library Leadership Massachusetts Institute.

Key Outcome Targets:
- In surveys of library staff participating in Reader's Advisory projects, 80% of respondents will state they have an increased confidence level in making recommendations to customers since taking the training.

- Each participant in the Massachusetts Library Leadership Institute will develop his/her Personal Action Agenda by the end of the Institute. Within the first year of the anniversary of their institute, 85% of participants will have completed their Personal Action Plans for leadership growth.

2. MBLC will provide libraries with information needed to assess and deliver services.

Initial Program Offerings: Statewide data collection and analysis, Newsroom, Benchmarks, Planning, MBLC website

Key Output Targets:
- By the end of this plan, 80% of public libraries will report using its library data to assess the services it offers.

- By 2017, 40% of public libraries will use information found in the Newsroom to promote the services they provide.

- By 2017, 25% of public libraries will use the Edge Initiative in developing its technology services and plans.

- By 2017, 50% of public libraries will have strategic plans on file.

Key Outcome Targets:
- 50% of libraries using the tools, such as the Newsroom and data analysis will report that library services and programs are used more frequently by residents.

3. The MBLC supports and encourages the library's role as convener.

   Initial Program Offerings: On the Same Page, Libraries as Disaster Recovery Centers

   Key Output Targets:

   - By 2017, at least ten libraries will apply for a grant to offer a community read program.

   - By 2017, at least 5 libraries will serve as disaster recovery centers for their community.

   Key Outcome Targets:

   - By 2017, 50% of attendees from ten libraries will report a greater sense of community through the shared experience of reading and discussing the same book.

LSTA Purposes Aligned with This Goal

1. 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 to the field of library and information services. Expanding 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.

Coordination Efforts

The economic turmoil of the last five years has demonstrated the importance of partnerships with library stakeholders, such as the Boston Public Library, Massachusetts Library System and Center for the Book, other government partnerships, such as those with the Department of Early Childhood and Care, the Office for Refugees and Immigrants, State Archives, FEMA, and MEMA, and other organizations that have similar values and goals, such as the Boston Bruins Foundation partnership. Being an independent state agency, the Board does not have formal relationships in place but is committed to expanding partnerships to coordinate resources to better serve the residents of the Commonwealth.

Evaluation Plan

This plan is our roadmap for the next five years. Like any road, there will be bumps, detours and curves as we meet the objectives that we have set. The one finding in the evaluation of the FY 2008 -2012 Plan is that we need to do a better in the collection of data about LSTA programs. The evaluation will be a continuous process to provide us with current data to show what works well, what should be changed and what should be added.

Both on the federal and state level, out-come based data is essential. Staff has worked with sub-grantees to provide outcome-based metrics in reporting to the Agency. Still, most sub-grantees do not provide this data to us; we will develop better tools for sub-grantees to use so that we can obtain this essential piece of our evaluation.

The agency's biggest challenge is to develop performance metrics that give the value and impact of statewide projects.   Agency staff has begun discussion on how we might measure these programs. We will use the IMLS white paper Overview: *Purposes of Evaluation* to look at other models that we can adjust for Massachusetts. Throughout the time frame of this plan, we will develop outcome measurements for at least 40% of our programs.

Our data collection needs improvement.   We are using Google *Analytics* to obtain data on use of our Consumer Portal and will expand to other program areas. In conjunction with our state requirements, we have set benchmarks for some programs and will expand as we review each program and what our stakeholder expectations are for the program.

As the Agency prepares its annual LSTA budget, staff will provide data to show the cost/benefit of programs.   The Agency worked with the Parthenon Group in assessing our strategic direction. One question that they asked is whether our sub-grant program has enough impact for the Commonwealth's residents or should we allocate dollars to initiatives that have economies of scale.   It was a difficult question to answer, but highlights the need that we use cost/benefit strategies to evaluate programs.

Stakeholder Involvement

To ensure input from all types of libraries, the State Advisory Council on Libraries (SACL) consists of 16 members with representation from public, academic, school, special and institutional libraries, as well as libraries serving the blind and physically handicapped. In addition, five members of the council represent library users. SACL members review LSTA programs and budget priorities annually, as well as review specific proposals from subgrantees for LSTA funding. (See http://mblc.state.ma.us/grants/lsta/sacl/index.php.)

Surveys and interviews of key stakeholders provided input and data for the development of this plan. The MBLC will continue to check-in with these stakeholders through surveys, conversations, social media, and meetings to be sure that the plan is addressing the needs of the Commonwealth's residents.

<u>Future Stakeholder Involvement</u>: The time frame covering this plan will bring many societal and technological changes.   The goals of the plan have given us the flexibility to respond to the needs of the residents and libraries of the state. Each year, SACL, staff and the library community will look at all our programs to see the impact that they have on residents and libraries across the state.   Staff and SACL review the grants to libraries program each year. Other MBLC Committees and Task Forces may plan and evaluate specific LSTA projects or initiatives. The Statewide Resource Sharing Committee will have recommendations that we will be implementing within the next 2-3 years.

Communication Procedures and Public Availability

 Once the Five-year Plan has been approved by IMLS, it will be published in print form and on the MBLC website; we will have links to the plan from our Facebook page. It will be made available to all public, academic, and special libraries, selected (MA Library System members) school libraries and users throughout the period of the Five-year Plan. Readers will be invited to log their comments on the Web site.

Any substantive revisions to the Plan, especially to the needs and goals, will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders

The MBLC will publicize achievements of important milestones and results of the Five-Year Plan as required for reporting purposes, as well as to meet stakeholder needs. The MBLC will highlight exemplary programs as models for future projects. Staff has been discussing how best to highlight our grants to library program. Over the next year, we will do considerable updating and changing of the LSTA portion of the Agency's website. We will use social media, website, newsroom, print and reporting to keep stakeholders aware of changes and updates.

Monitoring Procedures

The MBLC will assign appropriate staff to track implementation of the Five-Year Plan continuously and to prepare appropriate reports as required. An important component of this tracking process will be monitoring of sub-grantee projects, which are funded under the LSTA Program. In addition to providing semi-annual status reports and final reports on the progress of each project in relation to the Plan, the MBLC staff will conduct an annual on-site monitoring visit for each project. Any necessary corrective action will be decided upon in collaboration with the sub-grantees.

MASSACHUSETTS CROSS-WALK OF SERVICES/ ACTIVITIES WITH FOCAL AREAS

Focal Area	Service/Activity	Target Users
Lifelong learning	School Library Incentive	K-12 students (includes underserved populations)
	Early Literacy- program to be developed	Pre-school youth, including those with limited literacy skills; parents and other caregivers, includes parents/caregivers with limited literacy skills
	Summer reading program	Youth, parents and other caregivers
	Family literacy	Adults with limited literacy skills, including underserved and those with economic hardships (e.g., unemployed)
	Serving 'Tweens & Teens	Youth ages 10-18
	Science is Everywhere	Students in grades 4-8
	Academic Library Incentive	Community college through university students
	Conversation Circles	Residents with limited English language skills, including underserved & those with economic hardships
Human services	Emergency Assistance/Disaster Recovery	Library staff and partner staff
	Next Chapter	Vital, active adults age 65+
	ESOL and Disabilities Directories	Residents who need ESOL programs and /or who need a library that has the equipment needed to serve them
Employment and economic development	Libraries for Job Seekers	Adults both unemployed and underemployed
Civic Engagement	On the Same Page	General public of all ages
	Citizenship	New Americans of all ages
	MA Center for the Book	General public

Focal Area	Service/Activity	Target Users
Public Access to Information	Digitizing Historical Resources	General public and library staff
	Preservation Survey	Library staff
	How Green is My Library?	General public
	Virtual Catalog	All residents of Massachusetts
	Statewide Databases	All residents of Massachusetts and library staff
	Statewide Library Card	All residents of Massachusetts
	Small Libraries in Networks	Libraries and residents of communities with populations under 10,000
	Consumer Portal	All residents of Massachusetts
	Database training	Library staff
	Statewide Resource Sharing Committee recommendation	Library and residents of Massachusetts
Library Capacity Building	Data Collection	Library Staff
	Newsroom	Library Staff
	Benchmarks	Library Staff
	Reader's Advisory	Library Staff
	Customer Service	Library Staff
	Advisory & Technical Assistance	Library Staff, Trustees and Friends
	Website (MBLC)	Mainly libraries but general public also
	Institutes, such as leadership, emerging technologies and literacy	Library Staff
	Continuing education, training for library staff on improving library responsiveness to addressing diverse needs and interests of their communities, database training	Library staff

Goal 1: Support learners of all ages with their individual and learning needs.

TIMELINE OF ACTIVITIES					
ACTIVITIES	2013	2014	2015	2016	2017
Residents will increase usage of statewide databases by 10%					X
Ten libraries will apply for a grant that provides programs and training to improve use of the statewide database..	X	X	X	X	X
Five libraries will establish or expand literacy services to people with functional reading, writing and computation challenges	X	X	X	X	X
Ten libraries will implement informally structured conversation groups for English language learners	X	X	X	X	X
Twenty libraries will identify and establish partnerships with other community agencies and organizations that support outreach to adult new readers and people with limited English language skills.	X	X	X	X	X
One hundred libraries will have created or updated a record in the Accessibility for People with disabilities database.		X	X	X	X
At least ten school and public libraries will apply for grants to advance emergent literacy and literacy skills for children (ages 0-teens) by providing resources, programs and trainings.	X	X	X	X	X

TIMELINE OF ACTIVITIES					
ACTIVITIES	2013	2014	2015	2016	2017
Ten school and public libraries will apply for grants to encourage and support the development of children's and young adults' reading skills through collection development and a variety of innovative programs	X	X	X	X	X
Given the development of a model conversation circle program for English language learners, 75% of participants in the program will report satisfaction toward meeting at least one learning goal	X	X	X	X	X
Librarians will report and ability to build increase local support by developing strategic alliances with other community agencies	Xx	X	X	X	X
Seventy-Five percent of parents/caregivers in emergent literacy programs will report a thirty percent increase in the number of hours per week that they read to children.		X	X	X	X
Ten libraries will apply for and receive Libraries for Job Seekers grants.	X	X	X	X	X
Ten libraries will identify and establish partnerships with other community agencies and organizations that support outreach to older active adults		X	X	X	X
MBLC will partner with four additional state agencies, non-profits and other organizations			X	X	X
One hundred percent of the MBLC partnering organizations will realize the vital role that libraries have in their communities					X

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Library Services and Technology Act

Goal 2: Improve access to library services and resources for all residents of the Commonwealth.

TIMELINE OF ACTIVITIES					
ACTIVITIES	20013	20014	2015	2016	2017
Update virtual catalog and expand membership to included MassCat and unaffiliated academic library systems.	X	X	X	X	X
Support Network connections and services		X		X	X
All residents of Massachusetts will be able to search and retrieve online content, as well as request physical materials via statewide virtual catalog and consumer portal		X	X	X	X
359 libraries will have a broadband connection to the Internet		X	X	X	X
400,000 of currently registered residents will have registered for and received a statewide library card. 20% will have obtained their card online.			X	X	X
Users of over 550 Massachusetts libraries of all types and 610 outlets will have access to contemporary ILS services on a multi-type shared systems, including a 21st century OPAC	X	X	XX	X	X
The MLLC will implement all the recommendations of the Statewide Resource Sharing Committee.	X	X	X		

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Library Services and Technology Act

	TIMELINE OF ACTIVITIES				
ACTIVITIES	20013	20014	2015	2016	2017
Fifty percent of residents who have used the Consumer Portal will say that it has impacted their use of the library.				X	X
Fifteen libraries will have completed a preservation survey and developed a Preservation Action Plan based on information included in the consultant's report and observations made at the time of the consultant's visit.	X	X	X	X	X
Residents will have access to at least thirty digital collections made possible by the MBLC partnership with the Boston Public Library and Digital Commonwealth	X				
Twenty-five percent of Commonwealth's libraries will have trained staff in disaster preparedness.			X	X	X
Eighty percent of the staffs implementing Preservation Surveys will have an increased knowledge of preservation principles and how these affect library and archival materials and have knowledge of concrete steps that can be taken to ameliorate problems			X	X	X

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Library Services and Technology Act

Goal 3: Enhance the quality of library services offered to residents of the Commonwealth.

TIMELINE OF ACTIVITIES					
ACTIVITIES	2013	2014	2015	2016	2017
Fifteen libraries will undertake intensive customer service projects.		X	X	X	X
Seven libraries will apply for and carry out a project to train staff in Reader's Advisory practices.	X	X	X	X	X
Seven Five individuals will have completed training as part of the Library Leadership Massachusetts Institute		X		X	
Eighty percent of library staff participating in Reader's Advisory projects will state that they have an increase confidence in making recommendations to customers after training.	X	X	X	X	X
Each participant in Library Leadership Massachusetts Institute will develop a personal action plan.		X		X	
Eighty percent of public libraries will report that they are using library data to assess services they offer		X	X	X	X
Forty percent of public libraries will use information found in the Newsroom to promote the services that they provides			X	X	X
Twenty-five percent of public libraries will use the Edge Initiative in developing its technology services and plans				X	X

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TIMELINE OF ACTIVITIES					
ACTIVITIES	2013	2014	2015	2016	2017
Fifty percent of public libraries will have strategic plans on file		X	X	X	X
Fifty percent of libraries using the tools, such as Newsroom and data analysis, will report that library services and programs are used more frequently by residents				X	X
Ten libraries will apply for a grant to offer a community read program.	Xx	X			
Five libraries will serve as disaster recovery centers for their community.					X
50% of attendees from ten libraries will report a greater sense of community through the shared experience of reading and discussing the same book.	X	X			
Update LSTA portion of Agency's website to highlight specific programs and successes.	X	X	X		
Work on and develop performance metrics for statewide programs supported by LSTA	X	X	X	X	X
SACL review of LSTA Programs	X	X	X	X	X