VII. Operations Report
C. Other – ICfL Strategic Plan – Information item

The Idaho Commission for Libraries reviews and updates its State Strategic Plan on an annual basis, outlining a vision for assisting libraries to build capacity to best serve their communities. The ICfL finalized and submitted the following FY2024 – FY 2027 State Strategic Plan to the Idaho Division of Financial Management in June.

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State Strategic Plan
FY2025 - FY2028
Updated June 2024

MISSION STATEMENT

The Idaho Commission for Libraries assists libraries to build the capacity to best serve their communities.

VISION STATEMENT

Libraries are the catalyst that keep students learning, adults earning, and improve the health and well-being of Idahoans.

INTRODUCTION

The Idaho Commission for Libraries (ICfL) builds the capacity of the more than 850 public, school, academic, and special libraries in Idaho to better serve their communities. The ICfL provides statewide programming and resources, like Read to Me and the Idaho Digital E-book Alliance (IDEA); consulting; continuing education; partnerships; and aid to underserved populations, such as the visually impaired through the Idaho Talking Book Service. The ICfL is overseen by a five-member board. While services and library resources have evolved since the Idaho State Library (predecessor to the ICfL) was formed in 1901, work continues to focus on providing the best library services to meet the changing information needs of Idaho's citizens.

Idaho libraries provide resources, information, reading and educational materials, and spaces for community connections. Library staff serve an important role in the lifelong education of individuals within their community. The ICfL serves these libraries and their staff by providing training, professional development, consulting services, grants, and programs. Through these services and by leveraging state and national partnerships, Idaho citizens have access to quality library service.

The ICfL's foremost source of feedback is the Idaho library community. The ICfL's development staff has ongoing interaction with library directors, staff, and governing boards through site visits, training sessions, regional or consortium meetings, and direct contact. Each program lead at the ICfL seeks feedback on a regular basis to improve programs and services.

In addition to feedback from its customers, the ICfL aligns its mission with other statewide partners like the Idaho STEM Action Center, the Idaho Department of Commerce, and the Idaho State Department of Education to seek better ways to serve Idaho communities. A constant scan of external data reveals the

need for improvement in many areas in which libraries intersect with their communities. Examples of relevant data and the ICfL's response include, but are not limited to, the following:

- Idaho has the fifth slowest internet speed in the nation. The ICfL is leading the state's Digital Access for All Idahoans plan and has dedicated staff to assist libraries in bridging this gap within Idaho communities. https://www.speedtest.net/global-index/united-states?fixed
- Idaho Hispanic residents make up 14% of the state's population and 19% of K-12 public school students. The ICfL is focused on helping libraries connect with the local Latine population. https://icha.idaho.gov/docs/Hispanic%20Profile%20Data%20Book%202023_Final_20240222.pdf
- Approximately 42% of librarians working in Idaho public libraries do not have formal library information service education. The ICfL provides a range of professional development opportunities to address the gap in knowledge. https://libraries.idaho.gov/idaho-library-statistics
- Idaho has failed to meet most 2022 Academic Achievement targets set forth by the Idaho State Department of Education. Targets include math and English proficiency, high school graduation rates, third grade reading proficiency, and post-secondary degree/certificate attainment. The ICfL recognizes the significant role librarians and library access make in the academic achievement of all Idaho students. The ICfL staff support quality educational opportunities through the agency's many services. https://reportcard.idahoednews.org
- Idaho has a significant shortage of health care professionals. The ICfL has brokered partnerships with the Blue Cross of Idaho Foundation for Health, the Idaho Department of Health and Welfare, and rural public libraries to offer telehealth access. The agency has dedicated staff to pursue additional partnerships. https://healthandwelfare.idaho.gov/providers/rural-health-and-underserved-areas/rural-health-and-underserved-areas

As a result of ongoing needs assessment, this plan strengthens current successful initiatives and directs the ICfL in addressing four goals.

Key External Factors:

- **Funding** The Idaho Commission for Libraries uses federal Library Services and Technology Act (LSTA) funds, administered by the Institute of Museum and Library Services (IMLS), along with matching state funds. A reduction in or elimination of LSTA funding would jeopardize the ICfL's ability to carry out its mission. About one-third of the ICfL's budget is funded annually by the IMLS. This includes 11 positions and nearly all of the ICfL's programs.
- **Economic Impact** Uncertainty related to economic conditions impacts libraries statewide. The ICfL must respond accordingly with support, often changing course of service, as was the case during the COVID-19 pandemic.
- **Legislation** State and federal legislation may affect programs and services of the ICfL.

GOALS AND OBJECTIVES

The following goals and objectives build on the capacity-building work of the Idaho Commission for Libraries. They are based on extensive and ongoing needs assessment and continuous improvement processes. Performance measures and benchmarks were developed by project leaders based on needs in the library community and expected outcomes.

Goal 1. Build the institutional capacity of libraries to best serve their communities.

Strategy 1: Expand libraries' capacity through targeted grant programs.

- Objective 1.1.1: The Youth Services team will provide ongoing educational opportunities through "Kindergarten Readiness," "School Library Access," "Summer STEM," and "Welcoming Libraries" grants.
- Objective 1.1.2: A library consultant will enhance an annual summer internship grant to provide creative opportunities for people to explore library careers, including the possibility of creating an official apprenticeship program.
- Objective 1.1.3: The Development Services Program Supervisor will develop and implement a "Facilities Improvement" grant program for public libraries to expand and/or enhance library facilities using designated U.S. Department of the Treasury Capital Projects funds in FY24-FY26.
- Objective 1.1.4: The Talking Book Service Program Supervisor will administer a "That All May Read" grant for public libraries to enhance resources for those unable to read standard-print books.
- Objective 1.1.5: The Digital Inclusion Consultant will administer Digital Access for All Idahoans (DAAI) subgrant and "Connecting Communities" grant programs to provide resources and support to libraries and other eligible entities to address barriers to digital access.
- Objective 1.1.6: The Continuing Education Consultant will administer grants for library staff to pursue professional development opportunities such as library science courses, library conferences, leadership development training, and group training activities.
- Objective 1.1.7: The Grants Officer will continue to standardize the ICfL's grant program to ensure a fair, equitable, and consistent application and review process; consistency in monitoring of grantees' compliance with grant requirements; and a uniform grant closeout process.

Strategy 2: Improve libraries' technological infrastructure.

- Objective 1.2.1: The Technology Consultant will provide ongoing broadband consulting and annual E-rate and Idaho Education Opportunity Resource Act (EOR) support.
- Objective 1.2.2: The Technology Consultant will provide ongoing technology guidance and resources through a variety of means, including technology guides and presentations online and at regional and statewide conferences.
- Objective 1.2.3: The E-Services team will provide ongoing assistance and support with the e-Branch in a Box project for libraries' website hosting, development, and maintenance.
- Objective 1.2.4: The E-Services Program Supervisor and Technology Consultant will administer a Digital Access for All Idahoans (DAAI) "Tech Refresh" program for public libraries to upgrade and update public computer infrastructure.

Strategy 3: Enhance libraries' capacity for community programming.

- Objective 1.3.1: The Youth Services team will annually develop and implement turn-key programs supporting kindergarten readiness and family engagement.
- Objective 1.3.2: A Youth Services Consultant will convene a Teen Advisory Group to meet quarterly to guide development of teen service programs.
- Objective 1.3.3: The Outreach & Family Engagement Consultant will offer a variety of annual programs supporting outreach efforts of library staff to target underserved populations.
- Objective 1.3.4: On an ongoing basis, the Adult Services Consultant will provide tools, programs, and resources to libraries offering adult programs.
- Objective 1.3.5: The Talking Book Service Program Supervisor will coordinate ongoing statewide programming via the Let's Talk About It partnership with the Idaho Humanities Council.

- Objective 1.3.6: The Youth Services team will maximize out-of-school learning by annually supporting library summer reading programs and afterschool/out-of-school enrichment programs.

Performance Measures for Goal 1:

The number of libraries with improved access to broadband will increase annually.

- *Benchmark:* In FY25, at least 86.09% of libraries will have broadband speeds greater than 10 Mbps. This would achieve the target of a 2% annual increase from 82.09% in FY23.
- *Benchmark:* In FY25, at least 89.7% of E-rate libraries will have broadband speeds of 25 Mbps or greater. This would achieve the target of a 2% annual increase from 85.7% in FY23.

Goal 2. Strengthen the role of libraries and library staff as community educators and community connectors.

Strategy 1: Support the education of library staff and trustees.

- Objective 2.1.1: The Continuing Education Consultant and Grants Officer will provide ongoing grants for first-time conference attendance, formal library education support, group training, and leadership development.
- Objective 2.1.2: The School Library Consultant will provide ongoing consulting and annual training opportunities to school library staff.
- Objective 2.1.3: The Library Development team will develop continuing education training for public library staff and trustees on an annual basis.
- Objective 2.1.4: The Continuing Education Consultant, along with other Library Consultants, will provide relevant and timely online webinars and professional development opportunities.
- Objective 2.1.5: The E-Resources Library Consultant will provide ongoing statewide support and training for the Libraries Linking Idaho (LiLI) databases.
- Objective 2.1.6: The Continuing Education Consultant and Adult Services Consultant will provide support, including quarterly virtual meetings, to academic library staff.
- Objective 2.1.7: The Library Development team will provide and facilitate regular Libraries in Idaho Talking Trends (LITT) virtual sessions on relevant and popular topics.

Strategy 2: Improve general knowledge and skills of library staff.

- Objective 2.2.1: The Public Library Consultant will provide ongoing consulting services for public library staff and trustees.
- Objective 2.2.2: The Technology Consultant will provide ongoing technology-related consulting and training.
- Objective 2.2.3: The Idaho Talking Book Service team will develop learning opportunities for library staff.
- Objective 2.2.4: Library Consultants will provide consulting services on a variety of topics annually.
- Objective 2.2.5: The Bilingual/Bicultural Project Coordinator will support outreach services to Latine populations on an ongoing basis.
- Objective 2.2.6: The Outreach & Family Engagement Consultant will support tribal libraries and provide support to all libraries in improving library services to tribal members on an ongoing basis.
- Objective 2.2.7: On an ongoing basis, the Adult Services Consultant will identify and share library trends to help libraries make informed planning decisions.
- Objective 2.2.8: The Public Library Consultant will collect and share Idaho library statistics annually.

- Objective 2.2.9: The Youth Services team will provide ongoing consulting and training on early learning and literacy, youth development, teen services, and family engagement.

Strategy 3: Expand library staff's capacity through supporting partnerships.

- Objective 2.3.1: The Youth Services team will participate in ongoing statewide efforts supporting early learning, services to children, and teen development. They will facilitate ongoing partnerships between schools, organizations, and other state agencies.
- Objective 2.3.2: The E-Services Program Supervisor will develop ongoing statewide partnerships and seek opportunities to expand library technology infrastructure.
- Objective 2.3.3: Library Development staff will develop partnerships with other agencies and organizations to coordinate college- and career-ready programs and services annually.
- Objective 2.3.4: Library Development staff will develop and foster partnerships with other agencies and organizations to leverage programs and services reaching more underserved Idahoans on an annual basis.
- Objective 2.3.5: The Bilingual/Bicultural Project Coordinator will develop partnerships to improve service to Latine populations.
- Objective 2.3.6: The Youth Services team will cultivate and foster ongoing partnerships with state agencies, nonprofits, and businesses to develop plans for STEM learning.

Performance Measures for Goal 2:

The percentage of library staff participating in continuing education programs who indicate they have made changes in their library procedures or services as a result of training activities will increase or maintain annually.

- *Benchmark:* In FY25, at least 80% of library staff and trustees participating in continuing education programs will indicate they have made changes in their library procedures or service. For reference, 63% of participants reported changes were made in FY23.

The number of youth participating in library summer learning programs will increase annually.

- *Benchmark:* In FY25, at least 86,179 youth will participate in summer learning programs. This would achieve the target of a 3% annual increase from 81,232 youth in FY23.

Goal 3: Ensure equitable access to information and reading materials through direct service to Idahoans.

Strategy 1: Improve Idahoans' access to and ability to use information resources.

- Objective 3.1.1: On an ongoing basis, the E-Resources Library Consultant will curate and promote resources available in the LiLI databases.
- Objective 3.1.2: The Technical Records Specialist will support STACKS, Idaho's state publication repository program, annually.
- Objective 3.1.3: The Youth Services team will annually develop and distribute materials and programs supporting the education of youth.
- Objective 3.1.4: On an ongoing basis, the Public Information Officer will coordinate and manage promotional efforts of services to Idahoans.
- Objective 3.1.5: The State Librarian, Deputy State Librarian, Digital Inclusion Consultant, and the Library Development team will implement the state's Digital Access for All Idahoans (DAAI) plan

using dedicated National Telecommunications and Information Administration (NTIA) Digital Equity Capacity Building Grant Program funds in FY25-FY28.
- Objective 3.1.6: On an ongoing basis, the Digital Inclusion Consultant will support a statewide digital navigator help line and digital skills website.
- Objective 3.1.7: The Digital Inclusion Consultant will support and develop resources for digital navigator programs statewide.

Strategy 2: Improve Idahoans' access to reading materials.

- Objective 3.2.1: On an annual basis, the Idaho Talking Book Service team will improve access to materials in alternate formats for those unable to read standard print.
- Objective 3.2.2: The E-Resources Library Consultant will expand the number of titles in the Idaho Digital E-Book Alliance and increase the number of participating libraries annually.
- Objective 3.2.3: The E-Resources Library Consultant will target underserved populations to provide digital e-book library access on an ongoing basis.
- Objective 3.2.4: The E-Resources Library Consultant will administer a statewide interlibrary loan service, ShareIdaho, annually.

Performance Measures for Goal 3:

The number of interlibrary loans requested through ShareIdaho will increase or maintain annually.

- *Benchmark:* In FY25, at least 65,838 interlibrary loans will be requested through ShareIdaho. This would achieve the target of a 1% annual increase from 64,541 interlibrary loans in FY23.

The number of Idahoans registering for the Idaho Talking Book Service will increase annually.

- *Benchmark:* In FY25, at least 504 new Idahoans will be registered with the Idaho Talking Book Service. This would achieve the target of a 2% annual increase from 484 new Idahoans registered in FY23.

Goal 4: Model responsible and effective government practices.

Strategy 1: Align resources and priorities to maximize the value of both public and private funding.

- Objective 4.1.1: All staff will integrate agency values into all initiatives and activities, both within and outside the agency, on an ongoing basis: embodying mutual respect; embracing collaboration; championing lifelong learning; and promoting equitable access to library resources for all Idahoans.
- Objective 4.1.2: All staff will maintain the statewide expectations of professionalism, customer focus, promoting responsible government, and, where applicable, leadership, on an ongoing basis.
- Objective 4.1.3: The management team will invest in professional development and leadership opportunities for agency staff on an ongoing basis.
- Objective 4.1.4: All staff will foster innovation, flexibility, and results-oriented planning for effective and efficient programs and services for the agency's clientele on an ongoing basis.
- Objective 4.1.5: The management team will review existing positions to maximize opportunities to meet strategic plan goals annually.
- Objective 4.1.6: The Talking Book Service Program Specialist will work with ICfL staff to identify tasks for volunteers and will recruit and train volunteers to help achieve goals outlined in the strategic plan annually.

Strategy 2: Collaborate with the State Controller's Office and other stakeholders to effectively and proficiently utilize Luma for all agency accounting and finance.

-   Objective 4.2.1: The Financial Manager will assist the ICfL in building expertise in the new accounting systemin FY25.
-   Objective 4.2.2: The Financial Manager will develop new and improved processes that embrace the digital system's capabilities, manage change and agency transparency, and bring resource savings to the statewide business process redesign annually.

Performance Measures for Goal 4:

At least 20% of agency staff will receive professional development and leadership opportunities annually.

-   *Benchmark:* In FY25, at least 7 agency employees will participate in professional development or leadership opportunities. This would achieve the target of serving at least 20% of agency staff.

TIMELINE

This plan is intended to support the Idaho library community over the next four years and is supported with annual project plans. All funded projects are reviewed and evaluated annually based on the evaluation plan.

EVALUATION PLAN

The Idaho Commission for Libraries staff will continue to use a combination of techniques to evaluate the success of the activities in meeting agency goals and project priorities:

-   Evaluate all projects and services using outcome-based assessment questions.
-   Monitor activities and subgrant projects. ICfL projects are evaluated by an appropriate method chosen by each program lead. Subgrant projects are evaluated through interim and final narrative and financial reports.
-   Conduct surveys or assessments as needed.
-   Incorporate outcome-based and/or independent evaluations for appropriate projects.