

Library Services and Technology Act: Five-
Year State Plan

For Federal Fiscal Years
2018 - 2022

State of Vermont



VERMONT

Vermont Department of Libraries

LSTA FIVE-YEAR PLAN, 2018-2022

In compliance with the federal Library Services and Technology Act (LSTA)

Contents

Introduction 3

 These LSTA purposes provide the foundation for the Vermont Plan:..... 3

 LSTA Grants to States Priorities: 4

Vision..... 4

Mission 4

Needs Assessment 5

Needs 5

State Strategic Planning 6

Goals (in order of priority) 7

Criteria for prioritization 7

Vermont LSTA Five Year Plan Projects 7

 Goal #1: Vermonters will have access to resources and available statewide through interconnected platforms that share content/collections across libraries..... 7

 Goal #2: Vermont libraries will have opportunities to strengthen their capacity to provide quality services and resources to all citizens. 9

 Goal #3: Vermont libraries will enhance workforce readiness programs, including entrepreneurial endeavors, using materials and services available through libraries. 11

 Goal #4: Vermont libraries will build partnerships, programs and services that enhance access to early childhood and family literacy, digital literacy, and lifelong learning library resources, particularly to populations facing barriers to traditional library services..... 12

Coordination Efforts..... 15

 Overview of the LSTA Grants to States Program Reporting System (SPR) 15

Crosswalk Chart for Vermont Department of Libraries Library Services and Technology Act Five-Year Plan 2017-2022 16

MONITORING AND EVALUATION PLAN 21

STAKEHOLDER INVOLVEMENT 21

COMMUNICATION AND PUBLIC AVAILABILITY 21

Introduction

This Five-Year LSTA Plan (Library Services and Technology Act) sets forth the needs, goals, activities and measures for administering Vermont's LSTA Program during federal fiscal years 2018-2022. The Plan has been developed according to the specific purposes of the LSTA Grants to States Library Program as stated in 20 U.S.C. 9121 (1-9).

The goals, activities, and outcomes in this LSTA Five-Year Plan have been informed by the research and findings in the Himmel & Wilson Evaluation, as well as, the planning process currently being conducted for the creation of the *Department of Libraries Strategic Plan, 2017-2020*. VTLib strategic plans for the State of Vermont and for LSTA will be closely aligned to maximize our resources and focus on those specific needs that the majority of our libraries find most pressing. As suggested by a librarian during one of our surveys: "I think that VTLib should really focus on a few things and let some things go, so I am glad that you are conducting this survey."

As we examine such issues as enhancing and expanding electronic linkages and networking between all kinds of libraries; targeted services to children and teens, particularly children and families with incomes below the federally-established poverty line; and increased educational and skill building opportunities for library personnel, including the development of technology related skills; we affirm the important role our libraries play in the life of Vermont's urban and rural communities.

These LSTA purposes provide the foundation for the Vermont Plan:

- (1) to enhance coordination among Federal programs that relate to library and information services;
- (2) to promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
- (3) to facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
- (4) to encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
- (5) to promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
- (6) to enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;
- (7) to ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;
- (8) to enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
- (9) to promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks.

LSTA Grants to States Priorities:

1. expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
2. establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134 (b)(6), for improving the quality of and access to library and information services;
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 to the field of library and information services;
4. develop public and private partnerships with other agencies and community-based organizations;
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;
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 low 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;
7. develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan. 20 U.S.C. § 9141 (a)(1-8).

Activities in Vermont's Five-Year Plan are funded with a combination of state and federal monies, with state funds used to fulfill mandates for "Maintenance of Effort," and state and other non-state funds for the required "Match" of federal LSTA State Program funds.

Vision

The Department of Libraries will support Vermont libraries' ability to become hubs of lifelong learning, offering free, universal, and convenient access that will improve quality of life and strengthen our communities. Our services will help grow the Vermont economy, reinforce and support various approaches to literacy, and make library services more accessible to vulnerable and underserved populations.

Mission

Guided by [22 V.S.A. §601-635](#), the mission of the Department of Libraries (VTLib) is to provide, administer, and maintain access to information in a variety of formats to the three branches of State government, libraries statewide, the general public, and Vermonters with special needs; to support, strengthen, and foster new means for statewide cooperation and resource sharing among all types of

libraries and government agencies; to lead a service of advice and consultation to all libraries, in order to assist them in realizing their potential; and to increase public awareness of libraries and their services.

Inherent in this mission is the belief that libraries are essential to the general enlightenment of citizens in a democracy and that every citizen of the State of Vermont should have access to the educational, cultural, recreational, informational, and research benefits of libraries.

Needs Assessment

Several sources were used to assess our statewide needs. The independent implementation evaluation done by library consultants Himmel & Wilson; a survey sent to all types of libraries in Vermont to assess the various needs across the state; conversations with the Vermont Board of Libraries; conversations and consultations provided by our team of consultants and staff; information provided by our liaison to the Vermont Library Association (VLA); the plans and goals of similar state agencies; the priorities of the Agency of Administration and the Governor of Vermont; conversations and informal polling of members of the Green Mountain Library Consortium (GMLC), the Vermont Organization of Koha Automated Libraries (VOKAL), the Catamount Network, and Library World libraries; and information gleaned from the VLA conference. Many of the recommendations and the data from our previous plan remain viable due to the “Partial Achievement” rating that we received from the independent evaluation.

In their independent evaluation of Vermont’s implementation of the: LSTA Grants to States Program for 2013-2017, library consultants Himmel & Wilson wrote that “VTLIB’s LSTA program has moved forward because of the efforts of an over-worked, thinly stretched, but extremely devoted, state library administrative agency (SLAA) staff. Although Vermont has not yet achieved all of its LSTA goals, it has made good progress in all areas and, over the course of last year, has been laying the groundwork for future successes.”¹ The LSTA Grants to States program provides funding that remains critical to the success and viability of library services in Vermont. We continue to be faced with budget cuts and other economic challenges, an explosion of new and emerging technologies, and changing citizen and community needs and demographics. VTLib recognizes both the challenges and the opportunities inherent in these trends. VTLib also recognizes the need to consolidate services, streamline programs, and to make sure that VTLib services and programs are sustainable and match the ability of the department to succeed at current and projected staffing levels.

Needs

When asked which three stated goals of LSTA funds that our libraries thought should be emphasized in 2018-2022:

- 75% of respondents said that we should “Establish or enhance linkages and networking between all kinds of libraries to improve quality of and access to information.”
- 64% selected “Target services to children and teens (especially children in families with incomes below the federally-established poverty line).”
- 62% specified that we “Increase educational and skill building opportunities for library personnel and library trustees, including the development of technology related skills.”

¹ Himmel & Wilson, Library Consultants, *Vermont Department of Libraries Library Services and Technology Act (LSTA) Grants to States Implementation Evaluation FFY 2013-FFY 2017*. p.1

- 46% indicated that we should “Develop/improve services for persons having difficulty using a library and staff training for working with special needs populations.”

When Vermonters were asked, “Based on your knowledge of members of your own community and the services available to them, to which need-defined groups should the bulk of available federal library-related funding be allocated?”

- 79% responded “People living in poverty;”
- 66% responded “Unemployed people, job seekers;”
- 65% responded “People living in remote areas with limited access to the Internet or to physical library facilities;”
- 50% responded “People with physical conditions that limit their access to the library and/or its resources.”

This feedback from our libraries reinforces the themes highlighted by the Governor of Vermont’s executive goals and the Agency of Administration’s priorities. It also points to the demographic data that shows Vermont’s population is aging and declining numerically.²

Over the next five years we will work closely with Vermont libraries and various partners to develop and implement programs and services designed to meet the 21st century needs of citizens for information access and lifelong learning. To measure our progress, VTLib will pay close attention to assessment and evaluation, using surveys created by Project Outcome from the Public Library Association of the American Library Association, focus groups, Results Based Accountability (RBA) and LEAN to make sure that we are reaching the intended audiences and achieving our targeted outcomes. We will query end users of library services to show the return on investment of state and federal funds. Project Outcome will help us to collect and analyze the outcome data that we gather. We have begun to use Project Outcome for our own organization and plan to introduce it as a program for schools and public libraries.

State Strategic Planning

On January 5, 2017 Vermont Governor Phil Scott signed Executive Order no. 01-17 establishing the cornerstones of our Department strategic and operational goals. His goals are listed below, each have resonance with the work of VTLib and LSTA Plan:

- Growing the Vermont Economy;
- Making Vermont an affordable place to live, work and do business; and
- Protecting vulnerable Vermonters.

As part of the State of Vermont strategic plan, VTLib’s established goals are to:

- 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 to support such individuals’ needs for business development and creation, workforce development, digital literacy, and lifelong learning.

² <https://www.census.gov/quickfacts/table/PST045216/50,00>

- Establish and enhance electronic linkages and improve coordination among and between agencies, departments, and outside organizations to make information more accessible to vulnerable, underserved, and remote populations.
- Increase the capacity of VTLib to provide services and programs by improving our organizational framework and supporting a well-trained and empowered workforce.
- Increase the capacity of the Vermont Public Library Foundation to support public libraries.

Goals (in order of priority)

1. Vermonters will have access to resources available statewide through interconnected platforms that share content/collections across libraries.
2. Vermont libraries will have opportunities to strengthen their capacity to provide quality services and resources to all citizens.
3. Vermont libraries will enhance workforce readiness programs, including entrepreneurial endeavors, using materials and services available through libraries.
4. Vermont libraries will build partnerships, programs and services that enhance access to early childhood and family literacy, digital literacy, and lifelong learning library resources, particularly to populations facing barriers to traditional library services.

Criteria for prioritization

Vermont's goals were prioritized using the following criteria:

- Goals with the widest statewide impact;
- Goals that balance VTLib's ability to achieve the goal with the priorities of state government and maximizes use of limited staff resources;
- Goals that respond to stakeholder input.

Vermont LSTA Five Year Plan Projects

Goal #1: Vermonters will have access to resources available statewide through interconnected platforms that share content/collections across libraries.

Aligned with [LSTA Priorities and Purposes](#) 1, 2, 3, 6, 7 (see page 3)

Addressing Identified Needs:

Given the overwhelming feedback from the Vermont library community in the previous two statewide evaluations produced by Himmel & Wilson, this Goal is given top priority again by VTLib. Both users and evaluators highlighted the need to upgrade the tools that allow libraries to effectively locate and share resources.

“Resource sharing in Vermont is literally starting all over again. A new technology platform, the introduction of a courier system and the emergence of significant interlibrary lending is redefining resource sharing.” Himmel & Wilson³

Program	Activity	LSTA Priorities	Timeline
Statewide resource sharing and Collaborative Libraries of Vermont (CLOVER) system	Complete implementation phases of CLOVER	1, 2, 3, 7,	2017-2018
	Complete execution of Verso ILS migrations and training	1, 2, 3	2017-2022
Courier System	Explore the viability of a sustainable and universal courier delivery system for ILL in Vermont	1, 2	2017-2018
	Implement a courier delivery system based on the results of the courier system RFP, balanced with the ability of the system to have a statewide impact and the sustainability of the funding	1, 2	2018-2020
Consortia Cataloguing	Continue to support local and consortia cataloguing	1, 2	2018-2022
New VTLib ILS system	Migrate VTLib collections to the new system	1, 2	2017-2018
Fiberconnect, Wide Area Network	Explore sustainability of WAN in 42 libraries	2	2018-2019
	If sustainable, leverage federal E-rate discounts to improve this service	2	2017-2022

Outcome Measures:

By 2022, a majority of library and library system staff will indicate through surveys that they have received the support they need from VTLib to offer an effective system of resource sharing.

Partners:

- Vermont Agency of Digital Services
- Sovernet Fiber Corporation
- Auto-Graphics, Inc.
- GMLC

³ Himmel & Wilson, Library Consultants, *Vermont Department of Libraries Library Services and Technology Act (LSTA) Grants to States Implementation Evaluation FFY 2013-FFY 2017*. p.10

Goal #2: Vermont libraries will have opportunities to strengthen their capacity to provide quality services and resources to all citizens.

Aligned with [LSTA Priorities and Purposes](#) 1, 2, 3, 4, 5, 6, 8 (see page 3)

Addressing Identified Needs:

This goal is ranked as our second priority again because so many other initiatives depend on having a well-trained library workforce and well-run libraries. The current VTLib continuing education and certification program is desperately needed and plays an integral role in the development, maintenance, and growth of programs and services.

*“Given the severe staffing challenges that have faced the Vermont Department of Libraries, the evaluators are impressed by the number and scope of staff development opportunities that have been provided to Vermont libraries. That said, the disruption of VTLIB’s certification program is sufficient evidence to conclude that the Department of Libraries has fallen short of fully achieving its goal. Recent efforts to restructure both the continuing education curriculum and the envisioned teaching role of subject specialist consultants are hopeful signs for the future.”
Himmel & Wilson⁴*

Program	Activity	LSTA Priorities	Timeline
Continuing Education and Librarian Certification	Review and redesign the Continuing Education and Librarian Certification programs. Identify and implement alternative tracks by role and multiple learning methods where appropriate.	1, 3, 4	2017-2022
	Training on assessment and measurement of programs and services	3(a)	2017-2022
	Provide ongoing training to library trustees and other town officials on governing, managing, and promoting libraries.	3(a), 8	2017-2022
	Training and use of statistics and analytics	3(a)	2018-2022
	Maintain a professional library science collection at the Vermont Department of Libraries	3	2017-2022
	Provide sub grants for librarians to attend national professional development opportunities	3(a)	
Assessment and Evaluation	Identify, evaluate, and adopt methods for outcome based evaluations, working with partners in	4, 8	2017-2022

⁴ Himmel & Wilson, Library Consultants, *Vermont Department of Libraries Library Services and Technology Act (LSTA) Grants to States Implementation Evaluation FFY 2013-FFY 2017*. p.19

	library and government organizations.		
	Write and implement new standards for Vermont public libraries	8	2018-2020
Consulting	Implement training and assistance to libraries looking to automate	2, 6, 7	2020-2022
	Identify needs and implement new training for library staff to enhance library workforce skills	3, 8	2018-2022
	Create information portals to guide and instruct library staff	8	2018-2022
	Partner with libraries in the field to expand resources and create a culture of learning providing opportunities for Vermont librarians to instruct each other	3(a), 8	2018-2022
	Offer targeted consultation and programming services to library directors who operate in rural or remote facilities	3(a), 6, 8	2019-2022

Outcome Measures:

By 2022, a majority of library and library system staff will indicate through surveys that they have received the support they need from VTLib to offer an effective certification system.

By 2022, VTLib will increase the number of individuals and groups participating in classes or programs will indicate through surveys that they learned something by participating in the activity and that they are confident about using what they have learned.

By 2022, a majority of library staff and library trustees participating in training provided by the State Library and its partners will indicate through surveys that they learned something by participating in the training activity; are confident about using what they have learned and that they are likely to apply what they have learned to help improve library services to the public.

By 2022, a majority of library and library system staff and library trustees participating in training provided by VTLib and its partners will indicate through surveys that they are better able to anticipate and meet changing customer needs and better able to measure their progress toward achieving service excellence because of such training.

Partners:

- Vermont Library Association
- Vermont Department of Labor
- Vermont Agency of Human Services
- State of Vermont Human Resources

Goal #3: Vermont libraries will enhance workforce readiness programs, including entrepreneurial endeavors, using materials and services available through libraries.

Aligned with [LSTA Priorities and Purposes](#) 2, 3, 4, 5, 6 (see page 3)

Addressing Identified Needs:

This is a new goal for VTLib and is ranked as our third priority based on the needs of our state and a shift in local priorities. Actively working with the various organizations throughout our state to encourage collaboration between state agencies, the education community, and our libraries. VTLib will be working with library staff and trustees to create community focused libraries that offer enhanced workforce readiness programs and entrepreneurial endeavors that encourage growth and prosperity for our communities. Local libraries report increased use of library resources, computers, and staff assistance by citizens looking for jobs, career change, job training, distance education, small business development, and other workforce and economic development activities. The Department of Libraries has partnered with the Department of Labor and the Vermont Small Business Development Center to provide training for public librarians so they are better prepared to help citizens.

“Vermont faces a significant challenge with its demographics: Vermont’s population is aging, and employers report challenges with recruiting and retaining a skilled workforce;” Gov. Phil Scott⁵

Program	Activity	LSTA Priorities	Timeline
Job Hunt Helpers Program	Continue to expand this program by increasing partnerships within state government, outside organizations, and libraries	1, 2, 3(a), 4, 5, 7	2017-2022
	Training focused on services available to libraries for job hunting and entrepreneurship	1, 2, 3(a), 4, 5, 7	2017-2022
	Continue to initiate and support programs to assist job seekers (including job search and résumé assistance), small business owners, and entrepreneurs	1, 2, 3(a), 4, 5, 7	2017-2022
	Develop and maintain a resource rich website as a bank of information for job hunters and entrepreneurs	1, 2, 3(a), 4, 5, 7	2019-2022
	Target workforce development services to populations unfamiliar with library services (returning military, inmates in correctional institutions, immigrant populations)	1, 2, 3(a), 4, 5, 7	2019-2022

⁵ Exec. Order No. 01-17 (2017), <http://governor.vermont.gov/sites/scott/files/documents/EO1Strategic%20Goals.FINALpdf2.pdf>

Outcome Measures:

By 2022, partners find that the Job Hunt Helpers program has increased their ability to provide services and has resulted in a positive partnership for their organization.

By 2022, a majority of participants in the job hunt helper program and its partners will indicate through surveys that they learned something by participating in the training activity; are confident about using what they have learned and that they are likely to apply what they have learned to help improve workforce readiness or have helped with their entrepreneurial endeavors.

By 2022, a majority of library staff and patrons who are surveyed will indicate that they are more aware of the applicable resources and services available to them through VTLib, their libraries, and state government.

Partners:

- Vermont Library Association
- Vermont Department of Labor
- Vermont Agency of Human Services
- State of Vermont Human Resources
- Vermont Center for Achievement in Public Service (CAPS)
- Community College of Vermont (CCV)

Goal #4: Vermont libraries will build partnerships, programs and services that enhance access to early childhood and family literacy, digital literacy, and lifelong learning library resources, particularly to populations facing barriers to traditional library services.

Aligned with [LSTA Priorities and Purposes](#) 1, 3, 4, 5, 6, 7, 8 (see page 3)

Addressing Identified Needs:

21st century libraries must build partnerships to provide resources, programs, and services, in a wide variety of formats, and must address the needs of constituents who are not able to get to a library; who need specialized formats and services; are in underserved populations; or who are children and teens. A number of studies show the positive impact of policies and programs that support children and their families at critical stages in children’s growth and reading skills development. In many small and rural communities in Vermont, there are few accessible, free or low-cost venues available for community events, and fewer for events encompassing open dialog on current issues.

Program	Activity	LSTA Priorities	Timeline
School and Public Library Partnerships	Create incentives for schools and public libraries to work together to	3, 4, 8	2017-2022

	create innovative programs and services for children and families		
Summer Reading	Continue to support the Summer Reading program for children and teens in public libraries to foster literacy and the love of reading	5, 6, 8	2017-2022
Writer's project	Support a writing program through products such as Self-e that empower a community of readers and writers in Vermont	1, 7, 8	2017-2022
1 st Wednesdays	Continue to support 1 st Wednesdays Lecture series and explore potential programs that promote civic engagement	1, 4, 5, 6	2018-2022
Book Awards	Continue to support the three state book awards for youth	1, 5, 6	2017-2022
CBEC (Children's Book Exhibition Center)	Maintain circulating Children's Book Exhibit Center resources	1, 5, 6	2017-2022
Vermont Online Library (VOL)	Maintain the universally available Vermont Online Library with regular review of electronic content to match the needs of Vermont libraries	1, 5, 6, 7	2017-2022
Library for the Blind and Physically Handicapped	Continue to promote and build services to the blind and physically handicapped and to state institutions	1, 4, 5, 6	2017-2022
Services to Underserved Populations	Partner with Department of Corrections and the Vermont Community High school to improve and promote literacy and reading for inmates and students	1, 4, 5, 6	2018-2022
	Incorporate services to individuals with special needs into our consulting activities with training for library staff and consulting staff on how needs can be met for special populations	1, 4, 6	2018-2022
Youth Services	Train and support public library staff in conduct of services including storytimes and other programming	5, 6, 8	2017-2022
	Provide training for library staff in effective teen service practices, partner with school media specialists to provide programs and services to teens	5, 6, 8	2018-2022

VELI and VELI-STEM	Continue support of Vermont Early Literacy Initiative, build upon VELI-STEM: continue to offer training to librarians for VELI-STEM	1, 3, 5 ,6	2017-2022
--------------------	---	------------	-----------

Outcome Measures:

- By 2021, a majority of library staff will indicate through surveys that they are better equipped to provide strong summer reading programs for their communities and that they use materials provided by the Vermont Department of Libraries for this purpose.
- By 2021, a majority of staff at libraries who received participated in VELI and VELI-STEM training will report increased confidence in applying skills to improve early literacy services for families with young children in their communities.
- By 2021, a majority of staff at libraries who participated in VELI and VELI-STEM early childhood training will say that they have applied what they learned to offer new or enhanced early literacy services.
- By 2021, a majority of staff at libraries who participated in VOL training will say that they have applied what they learned to offer new or enhanced library services.
- By 2021, a majority of staff at libraries who participated in Library for the Blind and Physically Handicapped and Services to Underserved Populations programs will say that they have applied what they learned to offer new or enhanced library services.
- By 2022, partners find that the partnerships created with the Department of Libraries have increased their ability to provide services and has resulted in a positive partnership for their organization.
- By 2022, partners find that the Writer’s project has increased the involvement of their community in literacy and community based writer’s projects. They will show an improved knowledge in this service provided and the skills that it takes to become part of a community of writers.

Partners:

- Vermont Library Association
- Vermont Department of Labor
- Vermont Agency of Human Services
- Vermont Center for the Book
- State of Vermont Human Resources
- National Library Service
- Vermont Department of Veteran Affairs
- Vermont Association for the Blind and Visually Impaired
- Vermont Division for the Blind and Visually Impaired
- Special Services Unit Advisory Council
- State Rehab Council

- Vermont Department of Corrections
- Collaborative Summer Library Program
- Vermont Humanities Council
- Vermont Small Business Development Center
- Vermont State Colleges / Community College of Vermont
- Vermont Department of Commerce and Economic Development

Coordination Efforts

IMLS guidelines require each state library agency to include in the 2017-2022 Five-Year Plan a crosswalk that maps Goals to one or more of six *Measuring for Success* Focal Areas and fourteen Intents.

Overview of the LSTA Grants to States Program Reporting System (SPR)

LSTA Grants to States is a population-based formula grant that provides funds to each State to improve library services. It is the largest federal grant program administered by IMLS. In March 2011, IMLS launched a collaborative, coordinated effort called *Measuring for Success* to help IMLS and the state library agencies to better plan for, manage and evaluate grant-supported library activities. The overarching purpose of this coordinated effort was to allow for meaningful recording by, analysis of, and comparison across State Reports and the Grants to States Program. The Vermont Department of Libraries was involved as a pilot state from the inception of the initiative.

The *Measuring for Success* initiative informed the development of a new online State Program Reporting system (SPR) that has been piloted, tested and implemented over multiple years. The SPR is a mandated report submitted annually to IMLS by each state library agency. The structure of the new SPR online reporting software is Project-based. The SPR identifies six Focal Areas (see below) with fourteen corresponding Intents that States are asked by IMLS to use to categorize various activities, outputs and outcomes for Projects supported all or in part with LSTA and mandated State matching funds.

Focal Areas and Intents are broad conceptual categories used to show how Projects are aligned with priorities and purposes of the IMLS Grants to States (and LSTA) program. Focal Areas and Intents use controlled vocabulary to allow for more meaningful reporting, evaluation, comparison, and assessment of State initiatives across all 50 states. The six Focal Areas listed below were identified by state library agencies, and they represent the foundation by which the SPR reporting structure is organized. The fourteen specific Intents are the intended outcomes of an action or set of activities. Intent reporting helps define the “why” of the Grants to States program.

Listed below are the six *Measuring Success* Focal Areas and the fourteen corresponding Intents:

Lifelong Learning

- Improve users’ formal education
- Improve users’ general knowledge and skills

Information Access

- Improve users’ ability to discover information resources.

- Improve users’ ability to obtain and/or use information resources.

Institutional Capacity

- Improve the library workforce
- Improve the library’s physical and technological infrastructure
- Improve library operations

Economic & Employment Development

- Improve users’ ability to use resources and apply information for employment support
- Improve users’ ability to use and apply business resources

Human Services

- Improve users’ ability to apply information that furthers their personal, family, or household finances
- Improve users’ ability to apply information that furthers their personal or family health & wellness
- Improve users’ ability to apply information that furthers their parenting and family skills

Civic Engagement

- Improve users’ ability to participate in their community
- Improve users’ ability to participate in community conversations around topics of concern.

The following *Crosswalk Chart* aligns 2017-2022 Five-Year Plan Goals, Focal Areas and Intents:

Crosswalk Chart for Vermont Department of Libraries Library Services and Technology Act Five-Year Plan 2017-2022

Goals	Focal Areas	FY 2015 LSTA Projects/Intents
<p>Goal 1: Vermonters will have access to resources and available statewide through interconnected platforms that share content/collections across libraries.</p>	<p>Information Access</p>	<p>Statewide resource sharing and Collaborative Libraries of Vermont (CLOVER) system</p> <ul style="list-style-type: none"> • <i>Improve users’ ability to discover information resources.</i> • <i>Improve users’ ability to obtain and/or use information resources.</i> <p>Courier System</p> <ul style="list-style-type: none"> • <i>Improve users’ ability to obtain and/or use information resources.</i> <p>Consortia Cataloguing</p>

		<ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i> <p>New VTLib ILS system</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i>
	<p>Institutional Capacity</p>	<p>Fiberconnect, Wide Area Network</p> <ul style="list-style-type: none"> • <i>Improve the library's physical and technological infrastructure</i> <p>Statewide resource sharing and Collaborative Libraries of Vermont (CLOVER) system</p> <ul style="list-style-type: none"> • <i>Improve the library's physical and technological infrastructure</i> • <i>Improve library operations.</i> <p>Courier System</p> <ul style="list-style-type: none"> • <i>Improve the library's physical and technological infrastructure</i> • <i>Improve library operations</i> <p>Consortia Cataloguing</p> <ul style="list-style-type: none"> • <i>Improve the library's physical and technological infrastructure</i> • <i>Improve library operations</i> <p>New VTLib ILS system</p> <ul style="list-style-type: none"> • <i>Improve the library's physical and technological infrastructure</i> • <i>Improve library operations</i>

<p>Goal 2: Vermont libraries will have opportunities to strengthen their capacity to provide quality services and resources to all citizens.</p>	<p>Information Access</p>	<p>Continuing Education and Librarian Certification</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i> <p>Consulting</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i>
	<p>Institutional Capacity</p>	<p>Assessment and Evaluation</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i> <p>Consulting</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i> • <i>Improve the library's physical and technological infrastructure</i> • <i>Improve library operations</i>
<p>Goal 3: Vermont libraries will enhance workforce readiness programs, including entrepreneurial endeavors, using materials and services available through libraries.</p>	<p>Lifelong Learning</p>	<p>Job Hunt Helpers Program</p> <ul style="list-style-type: none"> • <i>Improve users' general knowledge and skills</i>
	<p>Information Access</p>	<p>Job Hunt Helpers Program</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i>
	<p>Institutional Capacity</p>	<p>Job Hunt Helpers Program</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i>
	<p>Human Services</p>	<p>Job Hunt Helpers Program</p> <ul style="list-style-type: none"> • <i>Improve users' ability to apply information that furthers their personal, family, or household finances</i>

	Economic & Employment Development	<p>Job Hunt Helpers Program</p> <ul style="list-style-type: none"> • <i>Improve users' ability to use resources and apply information for employment support</i> • <i>Improve users' ability to use and apply business resources</i>
<p>Goal 4: Vermont libraries will build partnerships, programs and services that enhance access to early childhood and family literacy, digital literacy, and lifelong learning library resources, particularly to populations facing barriers to traditional library services.</p>	Lifelong Learning	<p>1st Wednesdays</p> <ul style="list-style-type: none"> • <i>Improve users' general knowledge and skills</i> <p>Vermont Online Library (VOL)</p> <ul style="list-style-type: none"> • <i>Improve users' formal education</i> • <i>Improve users' general knowledge and skills</i> <p>Writer's project</p> <ul style="list-style-type: none"> • <i>Improve users' general knowledge and skills</i> <p>Library for the Blind and Physically Handicapped</p> <ul style="list-style-type: none"> • <i>Improve users' general knowledge and skills</i> <p>Services to Underserved Populations</p> <ul style="list-style-type: none"> • <i>Improve users' general knowledge and skills</i>
	Human Services	<p>School and Public Library Partnerships</p> <ul style="list-style-type: none"> • <i>Improve users' ability to apply information that furthers their parenting and family skills</i> <p>Summer Reading</p> <ul style="list-style-type: none"> • <i>Improve users' ability to apply information that furthers their parenting and family skills</i> <p>Services to Underserved Populations</p> <ul style="list-style-type: none"> • <i>Improve users' ability to apply information that furthers their personal or family health & wellness</i>

		<ul style="list-style-type: none"> • <i>Improve users' ability to apply information that furthers their parenting and family skills</i>
	<p>Information Access</p>	<p>Library for the Blind and Physically Handicapped</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i> <p>CBEC (Children's Book Exhibition Center)</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i> <p>Vermont Online Library (VOL)</p> <ul style="list-style-type: none"> • <i>Improve users' ability to discover information resources.</i> • <i>Improve users' ability to obtain and/or use information resources.</i>
	<p>Institutional Capacity</p>	<p>Youth Services</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i> <p>VELI and VELI-STEM</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i> <p>Services to Underserved Populations</p> <ul style="list-style-type: none"> • <i>Improve the library workforce</i>
	<p>Civic Engagement</p>	<p>1st Wednesdays</p> <ul style="list-style-type: none"> • <i>Improve users' ability to participate in community</i>

		<p><i>conversations around topics of concern.</i></p> <ul style="list-style-type: none"> • <i>Improve users' ability to participate in their community</i>
--	--	---

MONITORING AND EVALUATION PLAN

VTLIB will conduct an annual review of this LSTA Plan with VTLib staff, the Vermont Board of Libraries, and other appropriate stakeholders and submit requests to the Institute of Museum and Library Services (IMLS) for changes as needed.

VTLib has begun internal training in assessment and evaluation. The PIVOT (Program to Improve Outcomes Together) program begun by the Vermont Agency of Administration has provided VTLib staff the opportunity to begin to assess our programs and services. Using LEAN principles and Results Based Accountability (RBA) techniques, we are assessing our services to make sure that they fit the needs of Vermonters. Through the PIVOT process, VTLib has begun to implement appropriate methods and tools to improve performance and program effectiveness.

VTLib will also include training on assessment for the Vermont library community. To evaluate the success of activities related to this Plan, VTLib will deploy at least one comprehensive survey to the Vermont library community. In addition, the VTLib will create and implement tools and surveys that libraries can use to collect data directly from library users.

VTLib staff will conduct periodic focus groups with the library community and with the general public to get feedback and input related to goals and activities in this plan.

STAKEHOLDER INVOLVEMENT

This Plan is informed by the data and recommendations in the Evaluation conducted by Himmel & Wilson, Library Consultants, as well as by the input from VTLib staff, and various stakeholders. Himmel & Wilson, as part of their Evaluation, conducted focus groups, telephone interviews and a web survey, compiling feedback and suggestions from the Vermont library community and other stakeholders. Doing work in a small state, where we are able to develop relationships with partners and stakeholders alike, we have a huge advantage over state library agencies in more populous states.

The greatest challenge comes with getting direct feedback from Vermonters who use (or don't use) library services and resources. We look forward to the roll-out of the IMLS "Measuring for Success" program and will work with IMLS and local partners to develop effective tools and techniques so that we can better understand the needs and demands of our state's citizens.

COMMUNICATION AND PUBLIC AVAILABILITY

Once this Plan has been approved by the IMLS, the VTLib will post the new LSTA Five-Year Plan on the VTLib website throughout the term of the 5-year plan. VTLib leadership will present the Plan to VTLib

staff this summer (2017) and divisions will work to implement the programs and activities through the 5-year period.

The plan goals may be amended depending on shifting community needs. New budgets, activities, and measures may require VTLib to reassess the needs and our ability to perform according to this plan. VTLib will work closely with our state and federal partners to make sure that implementation, guidelines, and assessment is maintained throughout any possible changes.