



## **Library Services and Technology Act (LSTA)**

### **Five-Year Plan**

**2018-2022**

**For submission to the**

**Institute of Museum and Library Services**

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**As of July 1, 2017, the Division of Library Development and Services (DLDS), Maryland State Department of Education (MSDE) will be an independent agency known as the**

**Maryland State Library**

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## **PREFACE**

The Library Services and Technology Act (LSTA), a federal program for libraries administered by the Institute of Museum and Library Services (IMLS), requires a five-year plan from each state. The Maryland State Plan 2018-2022 addresses the unique community needs that libraries serve in Maryland as well as the LSTA priorities. It is produced from the contributions and participation of librarians and users of libraries and information services in Maryland. The Maryland State Plan aims to:

- Provide a framework for establishing program goals to assist libraries in meeting the diverse needs of the citizens of Maryland;
- Establish guidelines for the best uses of the Library Services and Technology Act funds;
- Make widely known a plan for statewide library development;
- Fulfill the planning requirements of the Library Services and Technology Act.

It is imperative to ensure that Maryland's libraries have the capacity to evolve to maintain their status as 21st-century libraries capable of ensuring access to the expanding world of resources through collections of traditional and digital content, employing highly-trained and customer-oriented staff, providing cutting-edge technology infrastructure, and maintaining a physical presence in the community and a virtual presence on the Web.

## **BACKGROUND**

### **A Vision for Maryland Libraries**

Maryland libraries build real and virtual connections to enable children, families and communities to learn, grow and prosper in the 21<sup>st</sup> century. Maryland libraries provide resources for literacy, lifelong learning, and linkages to Maryland's past, present and future through information in a variety of accessible formats. Maryland libraries ensure that all residents and communities have equitable access to library resources. The Maryland State Library motto is "Maryland Libraries: Inspiring Library Innovation."

### **Maryland Public Libraries**

The state of Maryland has 24 public library systems, representing the 23 counties and Baltimore City. Generally, a Board of Trustees governs each county public library. Each Board establishes and operates the library to provide free services to residents of the county in which it is located; may permit persons outside the county to use the library facilities on the terms and conditions it determines; may establish and operate libraries at any location in the county; determines the library policies; and adopts reasonable rules, regulations, and bylaws for library use and the conduct of its business. The board may also advise in the preparation and approval of the library budget, receive, account for, control, and supervise, under the rules and regulations of the county governing body, the spending of all public funds received by the library, and use the services of the fiscal agencies of the county governing body.

According to an independent national survey by the Pew Research Center, "most Americans view public libraries as important parts of their communities, with a majority reporting that libraries have the resources they need and play at least some role in helping them decide what information they can

trust.”<sup>1</sup> Maryland’s public libraries are aligned with this viewpoint and role, as a place for collegial learning and community engagement. They continue to be among the best in the nation, ranking near the top in most measures of library effectiveness. In fiscal year 2016 Maryland residents borrowed a total of 70.8 million items, which is 11.9 library items per capita, up from 10.2 in in fiscal year 2014. In FY14 the national average was 7.5. About 60% of the state’s residents are registered borrowers at one or more library systems, and 100% of the public library systems in the state provide free WiFi access to the internet. Every library also has dedicated Internet computers for customers to use. More than half of the branch libraries have ADA-compliant workstations that include electronically operated tables, computers with screen reader software, screen enlarger software, accessible keyboards, 27-inch monitors, and a CCTV with OCR reader.

Maryland residents are eligible to borrow from any public library in the state without paying a registration fee and thus may use multiple library locations to meet their information and reading needs.

### **Maryland School Libraries**

The state of Maryland includes 24 school systems, representing the 23 counties and Baltimore City. Each local school system is required to establish and adequately maintain a quality school library media program, with appropriate staffing, in each school. In addition, there are many non-public schools in the State. Through a literacy skills instructional program that is integrated into the curriculum, library media specialists teach students how to become lifelong learners, informed decision-makers, and effective users of information. Maryland school library media programs provide access to a variety of resources and services to support this goal. In addition, the school library media specialists are responsible for providing professional development in the use of instructional technology and many provide primary technical support for the equipment and networks in Maryland schools. Responding to a national finding that student achievement increases when the library media center has computers with access to library resources, online databases, and the Internet, a 2015-16 report prepared by the Maryland State Department of Education said of Maryland Library Media Centers, "(1) 100% had an automated online public access catalog (2) 98% of the Library Media Center school libraries are connected to the school network; (3) 98% had access to the public catalog from the classroom; (4) 75% have website and online resources linked to the school’s homepage; (5) 96% have wireless Internet access for students.”<sup>2</sup>

### **Maryland Higher Education Libraries**

Maryland's 57 accredited post-secondary institutions of higher education include a diverse mixture of public and private colleges, universities, and community colleges. The state is also home to more than 151 private career schools.<sup>3</sup> The libraries of these higher education and career-training institutions collectively serve hundreds of thousands of students, faculty, staff, and other authorized users. The libraries also support each institution's numerous programs with collections and services tailored to reflect each institution's mission, goals, and available resources. Many of these libraries also support

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<sup>1</sup> Horrigan, J. B. (2016). *Libraries 2016*. Pew Research Center; Internet & Technology. Retrieved from <http://www.pewinternet.org/2016/09/09/libraries-2016/>

<sup>2</sup> Maryland State Department of Education, Division of Curriculum & Assessment, Office of Instructional Technology and School Library Media (2016). *Facts about Maryland’s school library media programs, 2015-2016*. Retrieved from <http://marylandpublicschools.org/programs/Documents/ITSLM/slm/SLMReport20152016.pdf>.

<sup>3</sup> [http://mhec.maryland.gov/institutions\\_training/Pages/default.aspx](http://mhec.maryland.gov/institutions_training/Pages/default.aspx).

extensive distributed distance education programs, so the reach of Maryland's college, university, community college, and career-training libraries is truly global.

The major challenges for these libraries include: 1) increasingly diverse customers with corresponding diverse expectations of libraries, 2) constantly increasing costs of providing adequate print and electronic collections to support institutional programs, 3) static or shrinking budgets to support library collections and services, 4) recruiting and ongoing training of an adequately skilled library workforce and future leaders, 5) pressure from institutional administrators for better and more relevant metrics to evaluate library value in the educational enterprise, and 6) planning for new and appropriate uses of library space as many print collections will continue to shrink (but not disappear) in coming years.

In response to these challenges, over the past two decades some academic libraries have formed a variety of consortia to share technical resources and expertise, leverage collective buying power, and develop collaborative programs in areas such as staff development and creation of shared best practices. However, despite these collaborations many libraries are still under intense fiscal and administrative pressure. Many opportunities are available to work even more closely together on long-standing challenges and to address together emerging challenges that demand cooperative action. Problems such as digital preservation, cultivating career-ready students and lifelong learners for the 21st century workforce, and exercising strong leadership in areas such as copyright and access to information are just a few examples of areas where libraries can achieve more by working together.

## **Maryland State Library: Division of Library Development and Services (DLDS)**

### **History and Overview**

The law establishing public libraries in Maryland was enacted in 1902. The Office of Public Libraries was established under the State Board of Education in 1935. The Maryland State Library began as the Division of Library Extension (DLE) in 1946 and the DLE operated under the State Board of Education from 1947 to 1971.

In 1968, the agency was reorganized and renamed the Division of Library Development and Services (DLDS) of the Maryland State Department of Education (MSDE). DLDS was the State Library Agency in Maryland. The Division's responsibilities are to administer the state and federal funds that support development and management of library services in public schools and libraries across the state and to operate the Maryland State Library for the Blind and Physically Handicapped (LBPH).

By state statute, DLDS was organized into two branches: the Maryland State Library for the Blind and Physically Handicapped (LBPH) and the Public Libraries and State Networking Branch (PLSNB). In 1968, DLDS established the Office of School Libraries and Instructional Materials Services. This office was designated a third branch of the Division in 1978, called the School Library Media Services Branch. In 1987, it was renamed the School Library Media Services and State Media Services Branch. This branch remained a part of DLDS until 1995, when it joined the MSDE Division of Instruction and Staff Development.

In 2017, the Maryland General Assembly passed a law that established the Maryland State Library (MSL) and the Maryland State Library Board (MSLB) while simultaneously transferring the duties and responsibilities of DLDS in MSDE to the State Library Agency. This legislation also provided for transferring the duties and responsibilities of the State Board of Education pertaining to libraries to the State Library Board, providing that the Maryland State Library is the central State Library Agency, and

also providing that the head of the State Library Agency is the State Librarian, providing for the appointment, term, qualifications, and salary of the State Librarian and authorizing the State Library Agency to employ certain individuals. The State Library Agency will continue to administer State and Federal funds to support Maryland libraries in their mission to offer outstanding resources, programs, and excellent customer service. Responsibilities include oversight of: the Maryland State Library for the Blind and Physically Handicapped, Maryland's Public Libraries, the State Library Network, the Library Capital Grants Programs, and the Deaf Culture Digital Library.

### **Maryland State Library for the Blind and Physically Handicapped (LBPH)**

LBPH is the Maryland regional library and operates under the National Library Service for the Blind and Physically Handicapped of the Library of Congress. The library became operational in 1968 and serves approximately 8000 active print-disabled patrons (blind, low vision, physically disabled, and learning disabled). LBPH provides a full range of reading material in digital audio book, Braille, large print, descriptive video, newspapers and magazines by phone, and audio cassette. Many books, magazines, and newspapers are also available for download, including Maryland interest books recorded in the library's own studio. Patrons also enjoy tactile materials (maps and atlases) and participate in book clubs and cultural and educational programs. The library has an interactive, multi-sensory children's area. LBPH offers assistive technology training to its patrons and librarians across the State. The Maryland Accessible Textbook (MAT) program provides students in higher education programs with print reading disabilities their required course textbooks in a converted format. Students are required to have a Memorandum of Agreement with the Disability Student Services at their Maryland college or university to qualify for services. The mission of LBPH is to provide comprehensive library services to the eligible blind and physically handicapped Maryland residents. LBPH's vision is to provide innovative and quality services to meet the needs and expectations of its patrons.

### **Public Libraries and State Networking Branch (PLSNB)**

The Public Libraries Branch within DLDS was established in 1971 and in the early 1990's became the Public Libraries and State Networking Branch (PLSNB). The branch is charged with providing technical assistance and direction to improve public library services across the state.

### **Maryland State Library Network**

PLSNB has oversight over the State Library Network, which is located at the State Library Resource Center (SLRC) at Enoch Pratt Free Library (EPFL) in Baltimore. DLDS (after July 1, 2017, MSL) contracts with EPFL to operate SLRC.

This network is responsible for assuring and providing Maryland residents with access to information not available at the local library level. Specifically, the network provides statewide on-line electronic information, interlibrary loans, direct lending of resources and materials, technical assistance and staff training. Public, university and community college libraries are part of this system and provide residents of Maryland with a wealth of information.

The State supports the funding for SLRC, including SAILOR and the state library network. The mission of SLRC is "in collaboration with its library partners provides cooperative, cost effective, statewide resources and services for Maryland libraries and their customers." SLRC provides a multitude of services to Marylanders and serves as a backup source of information for local libraries and customers. In addition, SLRC provides lending opportunities for libraries within the state library network. When

information is not easily accessible, it assures access to information through the Maryland Interlibrary Loan Organization (MILO). SLRC also provides valuable information to State government employees through the Government Reference Service.

SLRC operates SAILOR, Maryland's on-line electronic information network, and MARINA (interlibrary loan service). MSL and SLRC are jointly responsible for connecting Maryland residents to information resources within the state and worldwide.

In addition, three regional libraries support the network: Eastern Shore Regional Library, Inc. in Salisbury, the Southern Maryland Regional Library Association in Charlotte Hall and the Western Maryland Regional Library in Hagerstown.

Completing the network are Maryland's public library systems; elementary, middle and secondary school media centers; college and university libraries; and state institutional libraries that serve the incarcerated and people with mental illness.

In conjunction with Montgomery County Public Libraries (MCPL), DLDS/MSL has developed the Maryland Deaf Culture Digital Library (DCDL) a new statewide service. This library, one of the first of its kind in the nation, was established as the result of Maryland State legislation passed into law in 2014. DCDL is located at the Germantown branch of MCPL. MCPL was chosen to manage the library due to their existing services to the Deaf community that are renowned throughout Maryland and across the nation. The DCDL serves as a one-stop resource on deaf culture and deaf resources for library staff (public, academic, government), Maryland residents, college and high school students, parents of deaf children, professionals who work with the Deaf Community, the Deaf Community, and its stakeholders. The website, a curated resource on deaf culture, deaf history, American Sign Language, and more, will be rolled out soon.

### **Maryland State Library Board (MSLB)**

As of July 1, 2017, the Maryland State Library Board (MSLB) will be the successor to the Maryland Advisory Council on Libraries, providing that this Act may not affect the terms of the current seven members of the Maryland Advisory Council on Libraries. The duties and responsibilities of the Maryland Advisory Council on Libraries will be transferred to the State Library Board.

The MSLB consists of twelve members. The Governor appoints seven members, five of whom are selected from the public at large, one is a professional librarian and one is a library trustee. The remaining five members serve ex officio representing the Secretary of Higher Education, the President of the Board of Trustees of Enoch Pratt Free Library, the President of the Maryland Library Association, the Dean of the University of Maryland College of Library and Information Services, and the President of the Maryland Association of School Librarians (MASL).

In general, the MSLB represents the interests of Maryland citizens for better library services, advises all levels of government, and promotes the improvement of library services in the State. The Board is authorized to gather information on the needs of libraries, oversee the State Library Agency and exercise general direction and control of library development in Maryland. The Board is responsible for the adoption of rules and regulations, the establishment of library policies and procedures for the statewide system of libraries and advises the Governor on library matters. Each year the State Library Board reports to the Governor and Maryland citizens on the support, condition, progress, and needs of libraries. They consider the State's library needs and recommend to the Governor and the General

Assembly desirable legislation. The State Library Board approves county public library capital projects for State funding.



## MISSION STATEMENT

The Maryland State Library leads and connects Maryland's diverse library communities for broader impact through grantmaking, professional development, statewide programs, and new technologies.

## NEEDS ASSESSMENT

The process for identifying the specific needs for library services to be addressed in 2018-2022 involved:

- Focus group interviews and meetings
  - Congress of Academic Library Directors of Maryland (CALD-MD), April 21, 2017
  - Digital Maryland Ideas for 2018-2022 Five Year Plan, November 2, 2016
  - DLDS staff Focus Group Interview, January 2017
  - LBPH Patrons Focus Group interviews, October 2016
  - Maryland Advisory Council on Libraries (MACL), January 11, 2017
  - Maryland Association of Public Library Administrators (MAPLA), October 2016
  - Maryland Humanities, January 19, 2017
  - Maryland legislators (at Maryland Library Legislative Day), February 14, 2017
  - Maryland Library Consortium (MLC), February 1, 2017
  - Maryland Association of School Librarians (Maryland School Library Media Advisory Committee (SLMAC), March 28, 2017
  - State Library Resource Center (SLRC) interviews, February 27; March 1-2, 2017
  - State Library Resource Center (SLRC) strategic planning meeting, March 13, 2017
  - Statewide Projects Planning Group, December 16, 2016
- Surveys of stakeholder groups throughout the state in late 2016 or early 2017
  - Human Resource Group
  - LBPH Advisory Council
  - LBPH Friends of the Library Board
  - Maryland Library Association (MLA)
  - Maryland Youth Services Coordinators
  - MDLIBSTAT (Maryland Library Statistics group)
  - MD Tech Connect
  - Outreach and Marketing Group
  - Staff Development Coordinators
- Maryland reports
  - Bertot, J. C., & White, K. (2014). *State library agency organizations: Roles, structures, and services*. Information Policy & Access Center, University of Maryland College Park. Unpublished manuscript. Retrieved from <http://ipac.umd.edu/sites/default/files/slareport01july2014finalv2.pdf>.
  - Maryland Library Association. *Strategic Plan FY2015-FY2017, July 1, 2014 – June 30, 2017* (2014, June 18). Retrieved from <http://www.mdlib.org/files/docs/about/splan15-17.pdf>.
  - Maryland State Department of Education, Division of Library Development and Services, *Library Services and Technology Act (LSTA), Grants to states implementation evaluation, FFY 2013-FFY - FFY 2017* (2017, March 30). Prepared by QualityMetrics (Martha A. Kyrrillidou, William Wilson, Ethel Himmel).
  - Maryland State Department of Education, Division of Curriculum & Assessment, Office of Instructional Technology and School Library Media (2016). *Facts about Maryland's*

*school library media programs, 2015-2016*. Retrieved from <http://marylandpublicschools.org/programs/Documents/ITSLM/slm/SLMReport20152016.pdf>.

State Library Resource Center Strategic Plan, FY 2018 to FY 2021 (2017). Maryland State Library Resource Center, Enoch Pratt Free Library.

The results of the meetings, interviews, and focus groups were transcribed and analyzed for recurring themes and issues. The survey data were summarized to identify the most frequent responses. The QualityMetrics report was a five-year evaluation based on interviews with key Maryland State Library staff involved with the LSTA program, a review of State Program Reports (SPR), an examination of supplemental data DLDS supplied, interviews with key individuals in the Maryland library community, three focus group interviews (Maryland Public Library Directors, Library for the Blind consumers, and Statewide Projects Planning Team), and an analysis of responses to a Web-survey distributed to public libraries. DLDS staff reviewed the report for suggestions going forward.

The needs assessment also relied on several published national reports on the current state of users' information needs, behaviors, and preferences, including:

Horrigan, J. B. (2016). *Libraries 2016*. Pew Research Center: Internet & Technology. Retrieved from <http://www.pewinternet.org/2016/09/09/libraries-2016/>

Institute of Museum and Library Services (2016). *Fiscal year 2017 appropriations request to the United States Congress*. Retrieved from [https://www.ims.gov/sites/default/files/publications/documents/fy16cj\\_0.pdf](https://www.ims.gov/sites/default/files/publications/documents/fy16cj_0.pdf).

Urban Libraries Council (n. d.). *Public libraries and effective summer learning: Opportunities for assessment*. Retrieved from [http://www.urbanlibraries.org/filebin/documents/Public\\_Libraries\\_and\\_Effective\\_Summer\\_Learning\\_web.pdf](http://www.urbanlibraries.org/filebin/documents/Public_Libraries_and_Effective_Summer_Learning_web.pdf).

Young Adult Library Services Association (2014). *The future of library services for and with teens: A call to action*. Retrieved from [www.ala.org/yaforum/sites/ala.org/yaforum/files/.../YALSA\\_nationalforum\\_final.pdf](http://www.ala.org/yaforum/sites/ala.org/yaforum/files/.../YALSA_nationalforum_final.pdf)

The findings from meetings with focus groups and constituent groups and the review of relevant documents identified twelve major challenges for library and information services that pertain to the needs of Maryland citizens for the next five years:

1. Libraries face a shortage of trained staff who can meet users' changing needs.
2. The economic, social, and educational value of libraries must be demonstrated to their communities.
3. Information technologies are changing rapidly and libraries must keep ahead of developments.
4. Marylanders are increasing their demand for e-books and e-content.
5. Users will need to rely more on libraries for their formal education as well as general knowledge and skills, including information literacy, and arts and humanities programs.
6. Users want to create content, not just consume it.
7. Libraries need additional funding to support innovation, strategic planning, and staff development initiatives.
8. Libraries need to leverage partnerships in order to fulfill users' high expectations and demands.
9. Libraries need to serve patrons with special needs such as those with print disabilities, hearing disabilities, and other disabilities.
10. Libraries need to serve the underserved, especially to address access issues.

11. Marylanders are seeking resources for employment and career development.
12. Families desire programs and resources to develop emergent literacies, lifelong reading habits, and strong family engagement.

The goals and projects in this plan address these challenges. During 2018-2022, the agency is transitioning from a division within the Maryland State Department of Education to a standalone state library agency. Expected major programmatic impacts include new partnerships, changes in the Website, and increased collaboration with other state agencies.

The expected process for periodically updating the Maryland State Library's knowledge of library services needs will include:

- MSL initiated face-to-face and online surveys of constituent groups
- Interviews of constituent groups
- Continuing feedback from stakeholder groups via surveys, social media, e-mails, and in person discussions
- Mid-cycle and final reports by grantees, including measurement of outcomes
- Feedback collected at periodic meetings of various groups in the Maryland library community, including grant recipients, special, public and academic librarians, affiliates of library systems, and others.

## GOALS AND PROJECTS

Maryland's 2018-2022 LSTA goals address needs congruent with the purposes and priorities of the LSTA:

- 1) *expand services for learning and access to information and education 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) *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 the purpose of 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 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.*

The Goals are listed in priority order. The criteria for prioritization included (1) how closely each is aligned to the major challenges for library and information services that will serve the needs of Maryland citizens for the next five years and (2) the amount of MSL time and effort that will be required to accomplish the goal.

**Maryland’s major LSTA goals for 2018-2022 are:**

**Goal 1:** The Maryland State Library will strengthen libraries’ institutional capacity through collaborative continuing education and staff development opportunities that will create a strong and innovative library workforce.

**Goal 2:** The Maryland State Library will help libraries improve access to information for their users.

**Goal 3:** The Maryland State Library will help libraries develop lifelong learning opportunities in order to improve users’ formal education and general knowledge and skills.

**Goal 4:** The Maryland State Library will help libraries foster economic and employment development opportunities in order to facilitate job growth in Maryland.

**Timeline:** All projects related to all four goals will be conducted every year over the period 2018-2022, as funding permits.

**Goal 1: The Maryland State Library will strengthen libraries’ institutional capacity through collaborative continuing education and staff development opportunities that will create a strong and innovative library workforce.**

**LSTA purposes:**

*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 the purpose of 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.*

**Timeline:** FY 2018-FY 2022

**Projects:**

1. Support staff development initiatives within Maryland libraries by offering annual grants, pending available funding, to strengthen the library workforce to provide the highest level of customer service.
2. Offer training and staff development opportunities for library staff in public, academic, school, and special libraries through partnerships and collaborations with local and regional library systems, statewide and national library organizations, and the University of Maryland College of Information Studies (iSchool), as well as with organizations outside of libraries, such as Future Ready Librarians (U.S. Department of Education) and Maryland Department of Veterans Affairs in order to strengthen the library workforce to provide the highest level of customer service, influence ideas, and leverage partnerships for efficiency.
3. Develop a new statewide digital platform for knowledge sharing to improve access to learning for the library workforce.

4. Expand the statewide staff development blueprint process beyond public and regional libraries, the Maryland Library Association, and the Library Associate Training Institute (LATI), to include academic and school libraries to develop relationships, identify needs and share resources statewide.
5. Adapt and implement a business model for innovation to support the development of local, regional, and statewide projects and share learning statewide.
6. Provide leadership and resources such as group charter/setup, planning, project sharing, and grants for Maryland libraries to support statewide communities of practice.
7. Partner with the MSDE/ Division of Educator Effectiveness to continue training program for library associate staff (called Library Associate Training Institute - LATI) to meet Code of Maryland Regulations, Section 13A.05.04.03. Specifically, provide training and support of development for all library staff to serve special needs populations (that is, anyone who has needs beyond standard library services or who has trouble accessing services).
8. Provide learning opportunities including workshops, online courses, social media, and links to information sources for library staff on topics such as leadership, organizational effectiveness, library sustainability, diversity/inclusion, community building, facilitation, strategic foresight, design thinking, and experimenting with new services to foster leadership and innovation.
9. Provide grants, resources, and training to support the development of strategic planning initiatives, including technology and facilities master plans for Maryland public libraries to improve the efficacy and impact of such plans.
10. Support the Maryland Library Consortium to expand access to electronic resources and to develop opportunities for content creation by leveraging buying power, revising policies, coordinating training, and launching new technologies amongst various types of libraries to serve their customers better, improve efficiency, and provide Maryland residents with equal opportunity access to information resources.
11. Support Maryland public libraries to update their websites using Federal web accessibility guidelines per WCAG, ADA, and 504 guidelines to improve access to library information for all patrons.
12. Coordinate and provide grants for data tools and resources to help inform library programming and operations decisions, including identifying and serving underserved populations, to increase the access to information for all patrons.
13. Provide learning opportunities and grants to support libraries with their community needs assessment, asset mapping, and outcome measurement, including collaborative public participation connecting libraries and their customers to collect stories that demonstrate library value.

**Goal 2: The Maryland State Library will help libraries improve access to information for their users.**

**LSTA purposes:**

- 1) *expand services for learning and access to information and education 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) *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 the purpose of improving the quality of and access to 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 incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 421 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.*

**Timeline:** FY 2018-FY 2022

**Projects:**

1. Continue to support virtual reference with tools like AskUsNow and InfoEyes to provide 24/7 access to reference support. Increase emphasis on improving accessibility via InfoEyes on the LBPH website to provide access to patrons with print disabilities.
2. Provide grants to libraries for the exploration of innovations and technologies that adapt to and engage library learners, including the sharing of ideas and resources about how to increase engagement with the public. Through LBPH, Maryland Deaf Culture Digital Library (DCDL), and other resources, continue to explore ways to provide assistive technology to library patrons that need adaptations in order to access information, services, and resources.
3. Contribute to the national digital platform by providing resources and support the efforts of Digital Maryland to provide training and services. Require LSTA-funded digitization projects to meet the metadata standards Digital Maryland developed and encourage grant applicants to identify the use of Digital Maryland collections in their projects.
4. Assist libraries in providing increased access to the Internet for the digitally-disadvantaged, including introducing new technologies and increasing bandwidth to our existing network.
5. Provide oversight of the Maryland Deaf Culture Digital Library (DCDL) and serve as a resource for the DCDL administration in order to improve access to information for the deaf community and the general public.
6. Partner with publishers, Disabled Student Services (DSS) at Maryland colleges and universities, and the Maryland Department of Veterans Affairs, to manage the Maryland Accessible Textbook program to ensure that students and veterans with print disabilities have access to e-textbooks in a format accessible to all.
7. Provide adaptive or assistive technologies for blind, visually impaired, physically disabled and reading disabled Maryland residents to ensure access to information resources.

**Goal 3: The Maryland State Library will help libraries develop lifelong learning opportunities in order to improve users' formal education and general knowledge and skills.**

**LSTA purposes:**

- 1) *expand services for learning and access to information and education 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;*
- 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 incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 421 U.S.C §. 9902(2)) applicable to a family of the size involved.*

**Timeline:** FY 2018-FY 2022

**Projects:**

1. Oversee the development or enhancement of early learning and family engagement opportunities with library staff to provide interactive literacy programs and resources, such as the Goslings on the Loose program, for children and their caregivers.
2. Facilitate partnerships with school librarians, Future Ready Librarians, and the Maryland Department of Veterans Affairs to support a reading incentive program for middle school students to encourage individualized, recreational reading.
3. Provide leadership, training, and grants to public libraries in the development of Technology Education and STEM instructional programming, such as computer science classes, virtual reality development classes, and related topics, to promote an interest in these subjects, and provide an opportunity for formal training in content creation to increase Marylanders' ability to pursue additional formal education and careers in these areas.
4. Provide leadership, grants, and resources through the Collaborative Summer Learning Program to support statewide summer reading programming in public libraries to foster a love of reading and prevent summer learning loss.
5. Partner with the Information Literacy Task Group of the Maryland Library Consortium to pursue information literacy initiatives, which include the development and implementation of a statewide framework for information literacy across school, academic, and public libraries.
6. Partner with organizations such as Center Stage, Everyman Theatre, and the Walter's Art Museum to offer special accessible programming for the blind and physically handicapped that will promote arts and information literacy.
7. Provide grants and resources to support the One Maryland One Book program and the National Book Festival, in partnership with Maryland Humanities, to foster community reading and opportunities for dialogues statewide.

8. Lead Maryland public and prison libraries to partner with the MSDE/Office of School Effectiveness/ Juvenile Services Education Program and the Maryland Department of Labor, Licensing and Regulation to explore youth programming opportunities within Correction Centers that encourage family literacy.

**Goal 4 - The Maryland State Library will help libraries foster economic and employment development opportunities in order to facilitate job growth in Maryland.**

**LSTA purposes:**

- 1) *expand services for learning and access to information and education 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;*
- 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 incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 421 U.S.C §. 9902(2)) applicable to a family of the size involved.*

**Timeline:** FY 2018-FY 2022

**Projects:**

1. Lead Maryland public and prison libraries to partner with the Maryland State Department of Education and the Department of Labor, Licensing and Regulation, to explore programming opportunities within Correction Centers that encourage workforce skill development.
2. Provide grants and leadership to establish and/or expand workforce resources in public libraries.
3. Partner with Statewide agencies and other organizations such as the Department of Education (Division of Career and Technology Education), the Department of Labor, Licensing and Regulation, and SLRC to develop a community of practice to leverage the libraries as employment resource centers.



## COORDINATION EFFORTS

### Crosswalk

The following is a crosswalk that maps each goal in the 2011-2022 Plan to one or more of the six Measuring Success focal areas and maps associated projects to one or more of the fourteen corresponding intents.

State Goal	IMLS Focal Area(s)	Associated Projects	IMLS Intent
#1 Strong and Innovative Workforce	Institutional Capacity, Information Access	Staff development grants	Improve the library workforce
		Partnerships with library systems, library organizations, iSchool, and outside organizations for staff development	Improve the library workforce
		Statewide digital platform for knowledge sharing to improve access to learning	Improve the library workforce
		Expand statewide staff development blueprint process	Improve the library workforce
		Business model to support development of projects and share learning statewide	Improve the library workforce
		Support statewide communities of practice	Improve the library workforce
		Library associate training, including service to special needs populations	Improve the library workforce
		Fostering leadership and innovation	Improve the library workforce
		Grants for developing strategic planning initiatives	Improve libraries' physical and technological infrastructure
		Maryland Library Consortium	Improve libraries' physical and technological infrastructure
		Updating Web sites for improved accessibility	Improve libraries' physical and technological infrastructure
		Grants to help inform library programming and operations decisions related to underserved	Improve library operations
		Grants for community needs assessment, asset mapping, and outcomes measurement	Improve library operations

#2 Improve Access for Users	Information Access	Virtual reference--AskUsNow and InfoEyes	Improve users' ability to discover information resources
		Adaptive and assistive technologies for access to information	Improve users' ability to discover information resources
		Digital Maryland	Improve users' ability to discover information resources
		Increasing access for the digitally disadvantaged	Improve users' ability to discover information resources
		Maryland Deaf Culture Library	Improve users' ability to obtain and/or use information resources
		Maryland Accessible Textbook program	Improve users' ability to obtain and/or use information resources
		Adaptive and assistive technologies for obtaining information	Improve users' ability to obtain information resources
#3 Learning Opportunities for Formal Education and General Knowledge and Skills	Lifelong Learning, Human Services, Civic Engagement	Early learning and family engagement for information literacy	Improve users' formal education
		Reading incentive programs for middle schoolers	Improve users' formal education
		Technology Education and STEM instructional programming	Improve users' formal education
		Collaborative Summer Learning Program	Improve users' general knowledge and skills
		Information literacy initiatives	Improve users' general knowledge and skills
		Special accessible programming to promote arts and information literacy.	Improve users' general knowledge and skills
		One Maryland One Book partnership	Improve users' ability to participate in community conversations around topics of concern
		Youth programming within Correction Centers that encourage family literacy	Improve users' ability to apply information that furthers their personal or family health & wellness
#4 Job Growth	Economic & Employment Development	Programming within Correction Centers that encourages workforce skill development	Improve users' ability to use resources and apply

			information for employment support
		Grants for workforce resources	Improve users' ability to use and apply business resources.
		Community of practice for employment resource centers.	Improve users' ability to use resources and apply information for employment support

### Working with other State Agencies and Offices

MSL will work with many other State agencies and offices and other statewide and national organizations to accomplish more and better projects than they could achieve alone. These include:

**Collaborative Summer Learning Program (CSLP)** is a consortium of states working together to provide a unified summer reading theme along with professional art and evidence-based materials so that member libraries can provide high-quality summer reading programs at the lowest possible cost and play a significant role in literacy initiatives. MSL partners with CSLP to provide summer reading materials and resources to Maryland libraries.

**Digital Maryland** is a collaborative, statewide digitization program headquartered at the Enoch Pratt Free Library/State Library Resource Center in Baltimore. Its mission is to facilitate the digitization and digital exhibition of the historical and cultural documents, images, audio and video held by Maryland institutions.

**Disabled Student Services** offices on the campuses of Maryland's higher education institutions accommodate students with disabilities and coordinate services to ensure equal access to programs. MSL partners with these services and publishers to manage the Maryland Accessible Textbook program to ensure students with print disabilities have access to e-textbooks in a format accessible to all.

**Future Ready Librarians** is an expansion of the Future Ready initiative of the Office of Technology, U.S. Department of Education, aimed at raising awareness among district and school leaders about the valuable role librarians can play in supporting the Future Ready goals of their school and district.

**Information Literacy Task Group** is a group that functions under the parent organization of the Maryland Library Consortium, a multi-type library group with representatives from school, public, academic and government/legislative/state libraries. MSL partners with this group to promote information literacy resources and practices throughout Maryland libraries.

**Maryland Arts Institutions.** Several arts organizations partner with LBPH to offer accessible programming for the blind and physically handicapped. Partner organizations include Baltimore Center Stage <https://www.centerstage.org/>, Everyman Theatre <http://everymantheatre.org/>, and the Walters Art Museum <https://thewalters.org/>.

**Maryland AskUsNow!** is the statewide interactive information service available 24 hours a day, 7 days a week that uses the expertise of librarians to provide Maryland residents and students with answers to

questions, research guidance, and help navigating the internet. AskUsNow! is accessible from <http://www.askusnow.info> or through the logo, chat form URLs or Qwidgets on a partner library's site.

**Maryland Department of Labor, Licensing, and Regulation (DLLR)** supports the economic stability of the state by providing businesses, the workforce, and the consuming public with high quality customer-focused regulatory, employment and training services. MSL partners with this state agency in the support of public libraries becoming vital community employment resources and the exploration of library programming opportunities within correctional facilities.

**Maryland Department of Veterans Affairs.** The State Legislature in 1999 created this department as an executive agency with the mission of assisting veterans, active duty service members, and their families and dependents in securing benefits earned through military service. MSL partners with this agency to provide programs and outreach to veterans, their families, and groups that support veterans as well as manage the Maryland Accessible Textbook program to ensure veterans have access to e-textbooks.

**Maryland Library Consortium (MLC)** is comprised of representatives from all types of libraries that serve Maryland residents. Through cost sharing and coordination of library collections, this group provides Maryland residents with equal opportunity access to information resources. Through partnerships that leverage public resources, it provides a foundation for personal and community development.

**MSDE/Division of Career & Technology Education.** MSL partners with this division to bring public awareness to new career readiness initiatives for high school students with the involvement of the community's local public libraries.

**MSDE/Division of Early Childhood Development** is responsible for early care and education throughout the state of Maryland. Its primary missions are to ensure safe and healthy in child care programs and to improve the early education experiences of young children so that they are prepared for and successful in school. MSL promotes and distributes *The Early Childhood Family Engagement Framework Toolkit: Maryland's Vision for Engaging Families with Young Children*, which is designed to support all early childhood educators and providers as they implement the goals of the Family Engagement Framework. The Toolkit was a collaborative effort among various programs across Maryland, including Head Starts, Judy Centers, Family Support Centers, prekindergarten programs, family care providers, libraries and child development centers.

**MSDE/Division of Educator Effectiveness** certifies teachers and other professional personnel, oversees the preparation of educator candidates, and approves the educational programs of nonpublic schools. MSL partners with this division in the certification of public librarians and public library associates.

**MSDE/Juvenile Services Education Program.** The Juvenile Services Education System (JSES) provides students living in Department of Juvenile Services residential facilities located across Maryland with daily instructional programming and services. Students enrolled in JSES are provided instruction in all core content areas as well as access to designated career technology and educational courses comparable to those offered in the other 24 school systems within Maryland. MSL partners with this program in fostering a love of reading for JSES students through local public library collaborations.

**National Book Festival.** MSL and the Maryland Center for the Book partner to staff and support Maryland's representation in the IMLS-sponsored Pavilion of the States at the National Book Festival.

**One Maryland One Book** was Maryland's first and remains its only statewide community reading program. The Maryland Center for the Book, a program of Maryland Humanities, collaborates with

partners to bring this program to urban, suburban, and rural communities with a series of book-centered discussions and events at high schools and colleges, public libraries, and other community centers throughout the state.

**Summer Reading Program.** In order to provide items to local libraries to promote the summer reading program, MSL partners with various entities including the Baltimore Orioles Baseball Franchise that provides over 7,000 tickets for a game. At the game the Orioles recognize our summer reading program and invite representatives from each public library system onto the field. The Maryland Science Center also provides tickets to each public library branch—a total of over 700 family admission tickets.

**University of Maryland, College of Information Studies (iSchool)** (<https://ischool.umd.edu>). Building upon the its strong foundation in library science and information studies, the iSchool has grown into an education and research powerhouse in human-computer interaction, digital libraries, cloud computing, information access, e-government and social media. MSL partners with the iSchool to offer development opportunities for staff in all types of libraries in Maryland.

## EVALUATION PLAN

The Maryland State Library will use several methods to evaluate this plan:

- Reporting of results of individual projects in the annual State Programs Report
- Annual MSL assessment and reporting on the progress made towards the goals in the plan
- MSL initiated face-to-face online surveys, and interviews of constituent groups
- Continuous, intermittent feedback from stakeholder groups via social media, emails, and in person
- Mid-cycle and final reports by grantees, including the measurement of outcomes per IMLS guidelines
- Feedback collected at periodic meetings of various groups in the Maryland library community, including grant recipients, special, public and academic librarians, affiliates of library systems, and others
- Five-year evaluation as directed by legislation. 20 U.S.C. § 9134(c).

MSL will continue training local libraries on outcome-based evaluation and other evaluation methods. It will also provide technical assistance in developing evaluation plans for local projects and require grantees to evaluate their projects as part of the grant process.

MSL will report annually on its projects to the larger Maryland library community at the annual Maryland Library Association Conference in May. MSL will report on progress towards the goals in this plan and solicit feedback.

The information above will be used to evaluate the plan. An outside consultant may be hired to further assess progress and to write the formal evaluation report.

## STAKEHOLDER INVOLVEMENT

Maryland's LSTA program encompasses many statewide programs and a considerable number of local projects. Grant applications can and do include partnerships with all types of libraries. Also, this plan

recognizes that all libraries have some common areas of interest, e.g., staff training, electronic resources, e-books, and mobile devices.

The stakeholders identified in this 2018-2022 plan include local and regional public library systems; academic, school, and special libraries; and also various library leadership groups such as Council of Academic Library Directors (CALD); Maryland Association of Public Library Administrators (MAPLA); Maryland School Library Media Advisory Committee (SLMAC); and coordinator groups in areas such as statewide projects, library statistics, technology, staff development, and outreach and marketing. Other stakeholders are state and national library organizations and the University of Maryland, College of Information Studies (iSchool).

To ensure that the Maryland State Plan reflects the needs of all types of libraries and library users, and that all stakeholders are involved, are monitored, and receive communications, these procedures will be initiated or continued from earlier years:

- As of July 1, 2017, the State Library Board will represent the interests of Maryland citizens for better library services, advise all levels of government, and promote the improvement of library services in the State. The Board is authorized to gather information on the needs of libraries, oversee the State Library Agency and exercise general direction and control of library development in Maryland.
- Formal and informal meetings, focus groups, and interviews will be held to determine the needs of the different types of libraries and the activities that they would like to see the Maryland State Library undertake.
- Unsolicited feedback via e-mail, phone, social media, and in-person will be considered in prioritizing MSL activities.
- As MSL settles into its new location and new status as an independent agency, it will consider the recommendations of the QualityMetrics independent five-year evaluation of the 2013-2017 Maryland State Plan (described in the Needs Assessment section) to plan aggressively and develop even greater strategic opportunities in the future.
- The State Librarian will make regular reports on the plan's progress at the meetings of the following organizations and solicit feedback:
  - Maryland State Library Board
  - Maryland Library Consortium
  - Council of Academic Library Directors (CALD)
  - Maryland Association of Public Library Administrators (MAPLA)
  - Maryland Library Association (MLA).
- Feedback will be solicited from attendees at all the presentations referenced under the next section, Communication and Public Availability.

All feedback from stakeholders will be used to guide the annual work plans for the Maryland State Library.

## **COMMUNICATION AND PUBLIC AVAILABILITY**

The Maryland State Plan will be disseminated by sending print copies to public library administrators, school library media supervisors, and all academic and special library directors in Maryland. The plan

also will be posted on MAPLA's Web site (<http://www.maplaonline.org>) and the Maryland Library Association site ([www.mdlib.org](http://www.mdlib.org)). All constituent groups will be notified when it is posted.

The developments of the Maryland State Plan will be reported as follows:

1. Reports on the annual program will be filed with IMLS and announced to constituent groups.
2. Reports will be made at the quarterly meetings of MAPLA and to other library organizations upon request.
3. A report on the Plan's progress will be made at the Maryland Library Association (MLA) annual conference.
4. Presentations will be made to the Maryland State Library Board on Libraries at their regularly scheduled meetings
5. A presentation will be made each year at the annual business meeting of the Citizens for Maryland Libraries.
6. Reports will be made to the Library for the Blind and Physically Handicapped Advisory Council at their quarterly meetings.
7. Updates about relevant parts of the plan will be shared with library staff communities of practice group once a year.
8. An annual written report will be created each year.

## **MONITORING**

A MSL staff specialist is assigned to monitor each program. MSL staff specialists are also assigned as grant monitors to projects that fall under these programs but are implemented by individual libraries. Annual reports on the progress of the Plan will be made available to the public. In addition, the Maryland State Plan for LSTA itself will be monitored continuously within MSL and reviewed each year at MSL's annual retreat. At that time, any significant modifications to the Plan will be formulated and filed with IMLS by the deadline set forth in the Library Services and Technology Act.

## **ASSURANCES**

The following required certifications and assurances were submitted:

- Program Assurances for 2018 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries.