NEW MEXICO STATE LIBRARY

LSTA Five Year Plan
2013 – 2017

For submission to

Institute of Museum & Library Services

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New Mexico, located in the American Southwest, covers 121,589 sq. miles, making it the fifth largest state in the U.S. New Mexico is also the 6th least-densely populated state.

The cultural heritage of New Mexico spans more than 500 years. New Mexico holds the second-highest percentage of indigenous peoples, after Alaska, and the fourth-highest total number of indigenous peoples after California, Oklahoma, and Arizona. Many Native Americans in New Mexico live on reservations which include nineteen Pueblos, two Apache Tribal lands, and the Navajo Nation. Native Americans also live off-reservation throughout the state, especially in Albuquerque, Farmington, and Gallup. Overall, Native Americans represent nearly 10% of New Mexico's population. The Pueblos, Apache tribes, and Navajo Nation are unique, sovereign, self-governing entities, and vary from one another in language, government, judicial structure, custom, and tradition.

New Mexico has the highest percentage of Hispanics, including descendants of Spanish colonists and recent immigrants from Latin America.

Literacy in New Mexico must be viewed through these cultural influences as there are over half a dozen native Indian languages spoken, in addition to Spanish and English. The National Assessment of Education Progress shows that 10% fewer New Mexico youth read at proficiency, or above, relative to youth across the Nation. In addition based on a statewide population of 2,082,224 and a 46% functionally illiterate population, it is estimated that 899,115 adults are in need of literacy services. In four New Mexico counties, the percentage of adults lacking a high school education exceeds 45% (Mora, Luna, McKinley, and Guadalupe counties). Statewide, 25% of adults age 21 and older and 18.5% of adults age 25 and older lack a high school diploma or its equivalent.

New Mexico presents a picture of economic contrasts. New Mexico's median income is $43,820 while the national average is $51,914. While over 18% of the population lives in poverty, New Mexico houses two national labs and four military installations with associated high paying positions. New Mexico has six institutions of higher education. There are economic boundaries between the northern and southern parts of the state. The national labs, the largest university, the metropolitan areas of Albuquerque and Rio Rancho, and the state capital are all located in northern portion of New Mexico.

The cultural and geographic diversity coupled with the sparse population provide significant challenges for New Mexico library service delivery. The New Mexico State Library provides state aid directly to 90+ public and tribal libraries. All libraries in New Mexico, and the two million residents they serve, benefit from electronic data bases purchased by the State Library. The library's building, which has an area of 160,000 square feet, is operated with a staff of 47 (only 34 positions are currently filled) in the capital city of Santa Fe. The authorized budget from the State Legislature in FY13 is $5,034,400.

Mission Statement

The New Mexico State Library (NMSL) is committed to providing leadership that promotes effective library services and access to information to all citizens of New Mexico. The NMSL provides services that support public libraries as well as delivers direct library services to rural populations, state agencies, the visually impaired and physically disabled, and students and citizens conducting research.

Needs Assessment

The process used to develop the 2013-2017 LSTA Five-Year State plan gathered data from a number of sources and synthesized the data into common needs that emerged across data sources. The primary data sources used to determine New Mexican library user needs include:

- A comprehensive review of the 2008-2012 LSTA Five Year Evaluation Report.
- Input from 65 librarians representative of various types of NM libraries, stakeholders that met April, 2012 utilizing Strategic Planning Process called Future Search.
- LSTA Advisory Council and administrative library staff met with *Future Search* strategic planning consultant to identify broad areas of need and to identify librarians and stakeholders to be invited to participate in the strategic planning process.
- Series of all-day meetings for state library staff to identify strategic directions and goals.

Five strategic directions emerged as needs from the *Future Search* strategic planning process that will guide growth over the next five years.

Leadership - using the expertise, funding and the key position of the State Library to strengthen library services throughout the state. Leveraging the resources includes sharing best practices, providing training, funding and supporting new technology, advocating for libraries, and facilitating libraries working together.

Sharing Expertise - related to leadership; sharing expertise looks at the wealth of interests and expertise in the NMSL staff and throughout the state. Every section of NMSL has expertise to share in services, problem solving, advocacy, communication, and training other libraries. Every NMSL staff member has a role as consultant for their area of work. The sharing of expertise can also extend to identifying and using the expertise in libraries of all types throughout the state.

Regional Approach to Communication and Service - by identifying 4-6 regions of the state, each with a hub library with meeting space, State Library staff will coordinate training, communication, collaboration of various types of libraries, and strengthen those communities of libraries. The geographic issues of the state are lessened, and can be further addressed through the use of communication technology. The end result of a regional approach is strengthened relationships of libraries in an area that would promote the concept of resource sharing.

Literacy - support for the many efforts in local libraries and through the State Library to help individuals learn the skills they need to achieve their goals, including early childhood literacy, adult literacy, and digital literacy. Other types of literacy programs might include health information literacy and financial literacy.

Optimize the resources of the State Library through priorities - to move in these strategic directions, the State Library must take a careful look at the services we provide, prioritize them. The criteria are:

- In what services is the value we bring our expertise and/or our key position?

- In what services is the value we bring an economy of scale, in that by doing it at the state level we can bring the costs down over it being down by individual libraries?

- What services are mandated by law, and can their value be provided in a more effective manner?

Goals were prioritized into two tiers (core functions and enhancements) by the senior management staff of the New Mexico State Library. Under core functions are the following goals 1, 2, 4. Under enhancements are goals 3.

1. GOAL: Support the libraries of New Mexico and their capacity to address user needs

I. **Programs (Activities): Consulting** - Library Development Bureau (LDB) consultants and subject experts from other bureaus will provide advice and support public and tribal libraries and their community stakeholders identifying the best practices of librarianship.

Need: Representatives from public, tribal, academic, school and special libraries, identified leadership and expertise from the State Library among their top five needs.

Outputs:

a. NMSL staff provides consultation as a matter of course. Consultation is provided through phone calls, emails, meetings and site visits, although the number of visits has been severely limited due to staff vacancies.
b. Annual survey of public and tribal libraries to determine the effectiveness of library services.

Outcomes:

a. NMSL will conduct an annual survey of librarians to obtain input on consulting services.

Meets LSTA: Priority 1: Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

Timeframe: In FY13, the number of site visits was severely limited due to low staffing levels. By FY17, the goal is to be able to schedule site visits to 50 libraries per year, anticipating restored staffing levels.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

II. **Programs (Activities): Training and Continuing Education -** The Continuing Education Coordinator will offer trainings, to include continuing education for library staff and directors, in a regional approach.

Need: Representatives from public, tribal, academic, school and special libraries, identified leadership and expertise from the state library in their top five priorities. Additionally, the Library Development Bureau (LDB) staff are responsible for certifying the library knowledge and skills of individuals applying for certification.

Outputs:

a. By 2017, a combination of NMSL staff and professional trainers will annually offer a minimum of five regional trainings for library staff and directors.

Outcomes:

a. Skills of library staff will be increased through the implementation of new technology such as e-devices, digital cameras, and integrated library systems;
b. Library directors and staff will increase their core-competency skills such as cataloging, library management and collection development;

Meets LSTA Priority 3: 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.

Timeframe: In FY 13, most training is provided by professional trainers. By FY17, the goal is to provide trainings with a combination of staff and professional trainers.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

III. **Programs (Activities): Technology Support –** Provide leadership to libraries on the use of technology in providing library services. Research and keep abreast of library technologies to support training, communication, access to information, and public services. Plan and present training about library technologies via internet, workshops and in-person training to NMSL staff and to libraries. To address the limited technology support available rural or small libraries, NMSL will use LSTA funds to allow them to purchase support locally or as locally as is possible.

Need: Libraries reported they need assistance in understanding and adopting changing technologies and using them effectively to provide services to their communities. Technology support to isolated rural libraries is limited.

Outputs:

a. The Technology Consultant (in LDB) will administer sub-grants to 5-10 public libraries that lack technical support. (FY 2013) The Technology Consultant will explore expansion of sub-grants to other libraries or other areas of technology needs.(FY 15)

b. NMSL will conduct a minimum of two videoconferencing or remote training sessions in FY13.

Outcomes:

a. Library patrons experience increased uptime for public access computer services

b. Libraries will be able to demonstrate to their governing bodies the value of technical support.

c. Public library staff will gain skills for basic computer and peripheral setup and loading software.

d. NMSL staff will be able to use videoconferencing as a mode of training and communication with libraries.

Meets LSTA Priority 1: Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

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

Meets LSTA Priority 3: 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.

Meets LSTA Priority 8: Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

Timeframe: In FY13, training on WebEx and video conferencing will be provided by the Library Development Bureau. Between five and ten libraries will receive technology support through the sub-grants each year, FY13-FY17.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

IV.   **Programs (Activities): Statistics -** NM Public and Tribal Libraries will collect and submit their annual report data to NMSL.

Need: The data provided to IMLS is collected and made available to libraries and the effective use of the databases and the data collection will require training of and assistance to librarians.

Outputs:

a. Library Development Bureau staff will be able to analyze and use the data to identify needs and trends in services to the community.

b. NMSL staff will annually provide training to public/tribal libraries on the use of annual report data to identify needs and trends for reports, grants and planning purposes.

Outcomes:

a. Librarians will have needed data to support informed decision making for programs, plans and grant proposals.
b. NMSL will have data from public and tribal library annual reports to respond to inquiries and make informed decisions for programs, plans and public service support.

Meets LSTA: Priority 1 – Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

Meets LSTA Priority 3 – 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.

Timeframe: Data collection is an ongoing annual activity. In FY13, NMSL obtained data synthesis software for analysis by FY14, the target is to begin providing training for libraries on interpretation of data usage.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

V.   Programs (Activities): Collaboration - NMSL employees collaborate and partner with colleagues in organizations and other state agencies to identify and address community-based needs.

Need: Libraries, organizations and governmental agencies have limited resources for providing programs, and partnerships can leverage those resources to provide programs and services to shared audiences.

Outputs:

a. DCA and NMSL employees will facilitate collaboration for joint library-museum programs by providing travel scholarships for librarians and presenters.
b. A plan for community-based programs will be implemented in conjunction with the Summer Reading Program or other library programs. (FY 2013-2017)

Outcomes:

a. The variety and/or number of community-based programs in libraries and museums will increase.

Meets LSTA Priority 5: Develop public and private partnerships with other agencies and community based organizations.

Meets LSTA Priority 6: Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.

Meets LSTA Priority 8: Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

Timeframe: (FY 2013-2017) NMSL will join with existing and create, as needed, task forces to determine areas of support and implementation of shared resources for community-based programs and services.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

2. GOAL: Support the increase of literacy skills (e.g. digital literacy, early childhood literacy) and provide information access in a variety of formats for New Mexicans' personal, educational, and professional reading needs to enable them to participate fully in their community and wider society. (2013-2017 ongoing)

I.   **Programs (Activities): Digital Literacy–**The Library Development Bureau staff will administer contracts for digital literacy training of individuals for skills such as creating an e-mail account, searching the internet, creating a resume, completing a job application online, and using word processing software. Train-the-Trainer programs will be offered to public/tribal library staff to enable them to meet local training needs.

Need: Representatives from public, tribal, academic, school and special libraries, identified leadership and expertise from the State Library among their top five needs.

Outputs:

a. NMSL will annually provide a minimum of ten digital literacy trainings to individuals at a minimum of 10 libraries, using local staff, professional trainers, and/or NMSL staff. (FY13-FY17)

b. NMSL will contract with professional trainers to provide a minimum of four digital literacy Train-the-Trainer sessions over four years, to library staff to enable them to meet local needs. (FY14-FY17)

c. NMSL will conduct annual surveys to keep apprised of digital needs and opportunities of the libraries.

d. Investigate opportunities to work with partners to provide literacy training in other areas of need, such as financial literacy and health literacy. (FY 2013-2017.)

Outcomes:

a. Participants will increase their digital literacy skills, as indicated by course evaluations, or other tests or means.
b. The digital literacy initiative to teach New Mexicans computer skills will provide sustainability of the Fast Forward New Mexico project.

Timeframe: Digital literacy training will have a high priority and will commence in FY13. Partnership opportunities will be explored. (Ongoing FY13 - FY17).

Meets LSTA: Priority 1 – Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

II.   **Programs (Activities)**:   **Early Childhood Literacy** - The Youth Services Coordinator (currently vacant – Library Development Bureau) will annually procure Summer Reading Program (SRP) curriculum and coordinate regional trainings and evaluation.

Need: Representatives from public, tribal, academic, school and special libraries, identified leadership and expertise from the State Library among their top five needs.

Outputs:

a. NMSL consultants or other staff will annually prepare the SRP curriculum and present at least two regional workshops. (2013-2017, Ongoing)
b. 60% of public, tribal, and military libraries will participate in SRP.
c. Local libraries will conduct the NMSL Summer Reading Program survey of parents whose youth participate in SPR.

Outcomes:

a. SRP participants will be introduced to their community library and its lifelong learning opportunities, access to information, and recreational reading.
b. Youth participating in SRP will have a structured summer activity that has inter-generational benefits.

c. Youth will gain educational and social benefits from Libraries offering SRP.

d. 80% of surveyed parents will report that their children had positive benefits from participating in the SRP (e.g., enjoyment of reading, improved reading skills, increased use of the library, increase verbal, intellectual and socialization skills)

Timeframe: Summer Reading Programs will be provided annually FY13 - FY17.

Meets LSTA: Priority 1 – Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

Meets LSTA: Priority 5 - Develop public and private partnerships with other agencies and community-based organizations.

Meets LSTA Priority 6: Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

III.   **Programs (Activities): Information Access** – NMSL will procure electronic resources, e.g. the statewide databases; explore expanding access to e-books; and will provide travel scholarships and training opportunities for digitization projects.

Needs: Local libraries throughout the state have identified local, often historic, documents that they want to digitize and make available to their communities and through *New Mexico's Digital Collections* website. Several libraries have also expressed a desire to make e-books available to their community, but costs and e-publishing policies are barriers.

Outputs:

a. Public Services Bureau (PSB) will conduct annual surveys to measure customer satisfaction with databases provided statewide and to identify the information needs of users.

b. Database vendors and NMSL staff will provide statewide training annually.

c. NMSL will procure electronic databases for access to information.

d. NMSL and the Department of Cultural Affairs staff will solicit 3 partners (e.g. libraries, museums and archives) and will produce 2 digital projects.

Outcomes:

a. NM residents who have Internet connectivity will be able to access databases from any location in New Mexico.

b. Libraries will offer their patrons a wider range of e-resources that meets their needs.

c. Librarians will be knowledgeable about digitization issues and best practices, to ensure long term access to high quality digital materials.

Meets LSTA: Priority 1 – Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individual's needs for education, lifelong learning, workforce development and digital literacy skills.

Meets LSTA Priority #2 - Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

Timeframe: Information access has a high priority in New Mexico. NMSL will continue to expand information access technologies, both material and connectivity, throughout New Mexico's urban and rural areas. (2013-2017 ongoing)

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

3. GOAL: Strengthen relationships between NMSL and the New Mexico library community as well as foster collaboration and cooperation within the library community (2013-1017 ongoing)

I. **Program (Activities): Union catalog -** NMSL will provide a union catalog through an Integrated Library Management System (ILMS) that will serve as a platform with the capacity for multiple libraries to participate and the ability to be customized according to local needs and facilitate a statewide resource sharing initiative.

Need: Representatives from public, tribal, academic, school and special libraries, identified building relationships with other libraries, across library type, as one of their top five priorities.

Outputs:

a. Library Development and Technical Services staff will demonstrate the ILMS to 15% of the public and tribal libraries and encourage their participation in the initiative.
b. Public and tribal libraries that wish to participate in the union catalog for the statewide resource sharing initiative will be identified by the end of FY2014, and will receive training and support towards their implementation of the ILMS by the end of FY2015.
c. Cost-effective alternative methods of delivery of materials to support resource sharing will be explored.

Outcomes:

a. Library staff and patrons will have the capability of searching for and requesting materials from NMSL holdings, their own holdings, and the holdings of libraries participating in the resource sharing initiative.

b. Libraries will be able to choose which materials they make available for loan through the Union Catalog.
c. Libraries will join the union catalog according to a schedule that reflects their decision to participate and the availability of MARC21 records for their collections.
d. 50% of holdings in public/tribal libraries statewide will be represented in the shared union catalog by FY17.

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

Meets LSTA: Priority 5 - Develop public and private partnerships with other agencies and community-based organizations.

Meets LSTA Priority 6: Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.

Timeframe: In FY14, identify library participant interest in the union catalog with training and support methods identify and implemented by FY15 end. (2013-2017 ongoing)

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

4. GOAL: Provide library services to visually impaired, rural, homebound, and underserved New Mexico residents, while exploring new models for delivery of services. (2013-2017 ongoing)

I.   **Program (Activities): LBPH** - Provide library services through the Library for the Blind and Physically Handicapped (LBPH)

Needs: Individuals who are unable to use print materials due to visual, physical, or reading disabilities need library services provided by alternative media, such as the talking books and braille materials provided by the National Library Service for the Blind and Physically Handicapped (NLS). Because many potential users of the NLS program have lost their ability to read print later in life, they are often unaware of the service. Because traditional libraries are not feasible in many rural communities, library services must be provided by alternative methods, such as bookmobiles and books by mail.

Outputs:
a. Patrons will have access to a minimum of seventy thousand (70,000) titles.
b. NMSL-LBPH will provide Braille services to an average of 60 patrons annually.
c. NMSL-LBPH will create an average of 600 digital copies per year for those patrons unable to download digital books.

Outcomes:
a. New Mexican print-disabled patrons will have access to reading for information, education and recreation using digital technology.

b. Patrons with Internet access can utilize Braille and Audio Reading Download (BARD).
c. LBPH staff will register an average of 300 new patrons annually (an estimated 10% of current patron base).
d. LBPH staff will circulate an average monthly circulation of nine thousand (9,000) titles.

Meets LSTA Priority 6: Targeting library services to individuals of diverse geographic, cultural and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.

Meets LSTA: Priority 7 – Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities.

Timeframe: LBPH services will continue annually (2013-2017 ongoing)

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

II.   Program (Activities): Rural Services – Provide library services to rural citizens through the Rural Services Programs.

Needs: New Mexico, located in the American Southwest, covers 121,589 sq. miles, making it the fifth largest state in the U.S. New Mexico is also the 6th least-densely populated state. Over 22% of New Mexicans live in rural areas.

Outputs:

a. The bookmobiles serve 25 of 33 New Mexico counties with more than 100 stops.
b. Three bookmobiles provide approximately four thousand (4000) books on each vehicle available for patrons with circulation for the 3 bookmobiles per year averaging 120,000 items
c. Bookmobiles will participate in outreach to patrons for all NMSL services such as LBPH, BBM, Development programs, public service programs, technology support and digital literacy where connectivity exists.
d. Books by Mail will provide library materials in eighty (80%) of NM counties to qualifying patrons [e.g. those New Mexicans who live outside municipal or city limits where a public library (as defined in NMSL Rule 92-1), is located and in a county which has no county-wide library services; or, a person is homebound because of physical disability and no other source of service is available; or a person who is only able to read large print type.]
e. Rural bookmobiles programs will have automated online catalog. Eighty percent (80%) of patrons will be able to place holds and order books via intra-library loan from rural services collections.

Outcomes:

a. An automated catalog will provide circulation information to provide guidance on bookmobile patron reading preferences and assist in guiding NMSL selection and purchases.

b. Information gained from the automated system will result in higher circulation and a reduction in titles that do not circulate.

c. Each bookmobile stop will serves five registered library card holders/patrons and circulate 200 books annually, in accordance with the Rural Services policy. (2013-2015)

Meets LSTA: Priority 6 – Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities.

Timeframe: Rural services will continue annually (2013-2017 ongoing)

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

III. **Programs (Activities): New Models -** NMSL will explore new models for delivery of library services to underserved populations. (2013-2017)

Needs: As the 5th largest state ranked 36th in population, the delivery of library services to underserved populations in New Mexico requires creative, efficient and effective solutions to meet both individual and community-based needs.

Outputs:

a. NMSL will explore alternate and supplemental models for delivery of library service, such as the expansion of Books by Mail with a centralized collection/staff, preloaded e devices or E-collection direct services to rural patrons (from state level) and or vendors providing input on their products which are site suitable and cost feasible. (Kiosk – Self Service, PO Box type of distribution/deposit center.)

b. Data will be available to make decisions on the adoption of an alternative, supplemental or replacement service delivery model.

c. NMSL will collaborate with interested western State Libraries to write and submit an IMLS Leadership grant to study delivery of services to rural and underserved populations in the Western states.

d. Town Hall meetings will be held to provide information and input on services to rural areas.

Outcomes:

a. More cost-effective models of service will be explored to provide the delivery of library services to rural populations.

Meets LSTA: Priority 6 – Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities.

Timeframe: New Model development will continue annually (2013-2017 ongoing)

In general LSTA funding will be used for salaries and benefits; contractors, sub-grants; equipment; library materials; software; networks and hardware; trainings; travel; and related costs necessary to provide services.

Coordination Efforts

When appropriate, the State Library has worked with individual libraries to coordinate resources, programs, and activities for the benefit of library users statewide. Through careful partnering and expectation of matches for sub-grants, the State Library leveraged investment by all of these partners to achieve common goals.

The LSTA Five-Year Plan and the library's own Strategic Plan are considered dynamic documents. NMSL is rebuilding from a time of extreme staff shortages and frequent administrative turnover. As positions are refilled, they are evaluated and shaped by the strategic directions and needs. The two plans will likewise be revisited annually as new potentials arise. The LSTA Advisory Council, the New Mexico Library Commission and other stakeholders will be key participants in those reviews.

Evaluation Plan

The evaluation planned for this proposal takes advantage of the spectrum of data available from quantitative to qualitative data. The NMSL collects standard library statistical data. Additionally it uses surveys and evaluations to guide decision-making. Finally, there are opportunities for qualitative style inputs regarding types of service delivery options, and fidelity of implementation of community based programs. The Evaluation Matrix Table shows suggested data collection instruments and methods aligned with activities and outcomes.

One weakness of an evaluation related to goals and activities is an inability to determine what service non patrons would like to see or how else to engage non patrons. To address this weakness, two additional data collection activities are planned that include stakeholders not previously engaged. First, the proposal mentions town hall meetings for rural citizens. Project staff and the evaluator will coordinate this meeting with a mail survey that announces the meeting and solicits responses to a short mail in survey designed to determine library communication and service effectiveness. Second, the evaluator and project staff will develop partnerships with state organizations representing disabled and visually handicapped individuals to develop estimates of potential patrons and their needs.

The measures suggested in the Evaluation Matrix support both formative and summative assessment. Formative assessment measures provide information useful to modify program activities and to improve outcomes in the long-term. Summative assessment measures allow annual review of outcome progress.

Evaluation planning will commence with program staff developing an activity implementation timeline. Then, the evaluator will work with appropriate program staff members to detail measures and methods of evaluation that correspond to the outputs and outcomes in this proposal. Next, program staff and the evaluator will develop a timeline for evaluation activities.

Finally, the LSTA process suffers from a lack of continuity by design. The LSTA is a five year project and the guidelines offer no consideration or language to address inevitable staff changes over that period, previous experience shows that multiple operational definitions arise throughout the five year period, making quantitative numbers incomparable, and that other data sources become unavailable after staff transitions. Therefore, this project will include development of an operational data dictionary and a repository of data that will transcend staff transitions, and can be used as a resource for facilitating staff transitions.

The Needs, Activities, and Focal Areas Table include assignment of State goals, target populations and Congressional Priorities.

Stakeholder Involvement
There are many stakeholders that can affect or are affected by the New Mexico LSTA Five Year Plan 2013-2017. The New Mexico State Library used several methods to obtain input from stakeholders: a survey of library directors, a town hall meeting of the Library Commission during the New Mexico Library Association annual meeting, input from the LSTA Advisory Council and the State Library Commission. The *Future Search* strategic planning process involved sixty-five participants representing all types of New Mexico libraries, over the course of two days.

Listed below is a sampling of stakeholder groups:
- NM citizens of all ages
- All the libraries of New Mexico
- New Mexico Municipal League Library Association representing thirty eight municipal libraries
- New Mexico State Agencies some of which include:
    - State Records Center and Archives
    - Department of Cultural Affairs
    - Supreme Court Law Library
    - Department of Information Technology
    - Public Education Department
    - Department of Higher Education
    - New Mexico Commission for the Blind
    - New Mexico School for the Blind and Visually Impaired
    - New Mexico Department of Workforce Solutions
    - New Mexico Department of Corrections
    - NM Rural Electric Coop with 120,000 rural customers.
    - New Mexico Association of Counties representing thirty three counties.
    - New Mexico Library Association and the Native American Libraries and Special Interest Group.
    - New Mexico Consortium of Academic Libraries representing nearly forty academic libraries.
    - New Mexico Coalition for Literacy a non-profit providing literacy resources for adults.
    - Small Business Association.
    - Finally there are forty volunteers in addition to half a dozen Friends of the New Mexico Library for the Blind and Physically Handicapped and twenty (20) Rural Services volunteers.

Communication and Public Availability
The LSTA Five-Year Plan will be posted on the NMSL website, and the library community will be notified. Library staff will be encouraged to provide comments and feedback. The LSTA Advisory Council will be convened regularly to LSTA meetings, and results from those meetings will be made available to the New Mexico library community. We will also provide regular LSTA updates at future New Mexico Library Commission Meetings.

If significant revisions are needed in the Five-Year Plan, a revision will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders. Revisions will be posted on the NMSL website. NMSL will publish achievements of important milestones and results of the Five-Year Plan as required for reporting purposes, as well as to meet stakeholder needs. NMSL is in the process of implementing appropriate web-based technologies including blogs, wikis and a new website that will be used to keep stakeholders and other interested parties apprised and involved in the Five-Year Plan.

Monitoring
The LSTA Coordinator has primary responsibility for monitoring and tracking the implementation of the Five-Year Plan. In addition, statewide project managers who are responsible for program implementation will monitor the programs through regular status reports and final reports on the progress of each project in relation to the plan. They will be responsible for working with the customers, libraries, and the LSTA coordinator to evaluate the programs on an ongoing basis.

LSTA funded programs and projects will be evaluated using outcome based standards where appropriate. In addition, surveys, focus groups, evaluations, interviews, and staff and customer assessments will be used to evaluate programs. NMSL staff will also invite ongoing input and assessment from public library directors and other members of the New Mexico library community to review accomplishments and progress on meeting the needs stated in this five-year plan.

An important element in implementing a sub-grant program will be to establish a strong monitoring process for all sub-grant projects. Project managers of sub-grants will provide regular progress reports and a final report. NMSL staff will conduct annual on-site monitoring visits for each project. If needed, corrective measures will be implemented in collaboration with sub-grant manager.

NMSL will be responsible for conducting the LSTA 5 Year Evaluation along with assistance from the LSTA Advisory Council. NMSL will establish and implement a measurement process in 2012 to evaluate the results of the plan in accordance with the 5 year evaluation guidelines provided by IMLS. The LSTA Advisory Council will play a key role in assisting NMSL with the Evaluation and ensuring that key Stakeholders in New Mexico are included in the evaluation.