



**State Strategic Plan  
FY2024 - FY2027  
Updated June 2023**

**MISSION STATEMENT**

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

**VISION STATEMENT**

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

**INTRODUCTION**

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

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

The ICfL's foremost source of feedback is the Idaho library community. The ICfL's development staff has ongoing interaction with library directors, staff, and governing boards through site visits, training sessions, regional or consortium meetings, and direct

contact. Each program lead at the ICfL seeks feedback on a regular basis to improve programs and services.

In addition to feedback from its customers, the ICfL aligns its mission with other statewide partners like the Idaho STEM Action Center, Idaho Department of Labor, and Idaho State Department of Education to seek better ways to serve Idaho communities. A constant scan of external data reveals the need for improvement in many areas in which libraries intersect with their communities. Examples of relevant data and the ICfL's response include, but are not limited to, the following:

- Idaho has the seventh slowest internet speed in the nation. The ICfL is leading the state's Digital Access for All Idahoans plan and has dedicated staff to assist libraries in bridging this gap within Idaho communities.  
<https://www.speedtest.net/global-index/united-states?fixed>
- Idaho Hispanic residents make up 13% of the state's population and 18% of K-12 public school students. The ICfL is focused on helping libraries connect with the local Latinx population.  
<https://icha.idaho.gov/docs/Hispanic%20Profile%20Data%20Book%202021%20-%20FINAL%20V3.pdf>
- Approximately 59% of librarians working in Idaho public libraries do not have formal library information service education. The ICfL provides a range of professional development opportunities to address the gap in knowledge.  
<https://libraries.idaho.gov/idaho-library-statistics>
- Idaho has failed to meet most 2022 Academic Achievement targets set forth by the Idaho State Department of Education. Targets include math and English proficiency, high school graduation rates, third grade reading proficiency, and post-secondary degree/certificate attainment. The ICfL recognizes the significant role librarians and library access make in the academic achievement of all Idaho students. ICfL staff support quality educational opportunities through the agency's many services.  
<https://reportcard.idahoednews.org>
- Idaho has a significant shortage of health care professionals. The ICfL has brokered partnerships with the Blue Cross of Idaho Foundation for Health, the Idaho Department of Health and Welfare, and rural public libraries to offer telehealth access. The agency has dedicated staff to pursue additional partnerships.  
<https://healthandwelfare.idaho.gov/providers/rural-health-and-underserved-areas/rural-health-and-underserved-areas>

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

### **Key External Factors:**

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

### **GOALS AND OBJECTIVES**

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

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

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

- Objective 1.1.1: The Youth Services team and School Library Consultant will develop and implement a subgrant program for public and school libraries to address unfinished learning due to the COVID-19 pandemic using designated Elementary and Secondary School Emergency Relief (ESSER) funds in FY23 and FY24.
- Objective 1.1.2: The Youth Services team and School Library Consultant will provide ongoing educational opportunities through kindergarten readiness and school library collection grants.
- Objective 1.1.3: The Partnerships and Programs Supervisor will enhance an annual summer internship program to provide creative opportunities for young people to explore library careers, including the possibility of creating an official apprenticeship program.
- Objective 1.1.4: The Partnerships and Programs Supervisor will develop and implement a Facilities Improvement Grant program for public libraries to

expand and/or enhance library facilities using designated U.S. Department of the Treasury Capital Projects funds in FY24-FY26.

Strategy 2: Improve libraries' technological infrastructure.

- Objective 1.2.1: The Technology Consultant will provide ongoing broadband consulting and annual E-rate and Idaho Education Opportunity Resource Act (EOR) support.
- Objective 1.2.2: The Technology Consultant will provide ongoing technology guidance and resources through a variety of means, including technology guides and presentations online and at regional and statewide conferences.
- Objective 1.2.3: The E-Services team will provide ongoing assistance and support with the e-Branch in a Box project for libraries' website hosting, development, and maintenance.

Strategy 3: Enhance libraries' capacity for community programming.

- Objective 1.3.1: The Youth Services team will annually develop and implement turn-key programs supporting kindergarten readiness.
- Objective 1.3.2: The Youth Services Consultant will convene a Teen Advisory Group to meet quarterly to guide development of teen service programs.
- Objective 1.3.3: The Youth Services Project Coordinator will offer a variety of annual programs supporting outreach efforts of library staff to target underserved populations.
- Objective 1.3.4: On an ongoing basis, the Library Learning Consultant will provide tools, programs, and resources to libraries offering adult programs.
- Objective 1.3.5: The Talking Book Service Program Supervisor will coordinate ongoing statewide programming via the Let's Talk About It partnership with the Idaho Humanities Council.
- Objective 1.3.6: The Youth Services team will maximize out-of-school learning by annually supporting library summer reading programs.

Performance Measures for Goal 1:

- The number of libraries with improved access to broadband will increase annually.
  - *Benchmark:* In FY24, at least 72.03% of libraries will have broadband speeds greater than 10 Mbps. This would achieve the target of a 2% annual increase from 68.03% in FY22.
  - *Benchmark:* In FY24, at least 88.12% of E-rate libraries will have broadband speeds of 25 Mbps or greater. This would achieve the target of a 2% annual increase from 84.72% in FY22.

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

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

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

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

- Objective 2.2.1: The Public Library Consultant will provide ongoing consulting services for public library staff and trustees.
- Objective 2.2.2: The Partnerships and Programs Supervisor will provide ongoing resources and consultation for library staff focused on economic and workforce development and college and career readiness.
- Objective 2.2.3: The Technology Consultant will provide ongoing technology-related consulting and training.
- Objective 2.2.4: The Idaho Talking Book Service team will develop learning opportunities for library staff in FY24.
- Objective 2.2.5: Library Consultants will provide consulting services on a variety of topics annually.
- Objective 2.2.6: The Bilingual/Bicultural Project Coordinator will support outreach services to Latinx populations in FY24.
- Objective 2.2.7: On an ongoing basis, the Library Learning Consultant will identify and share library trends to help libraries make informed planning decisions.

- Objective 2.2.8: The Public Library Consultant will collect and share Idaho library statistics annually.
- Objective 2.2.9: The Youth Services team will provide ongoing consulting and training on early learning and literacy.

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

- Objective 2.3.1: The Partnerships and Programs Supervisor will initiate and cultivate ongoing partnerships with state agencies, nonprofits, and businesses to develop plans for better employment support via libraries.
- Objective 2.3.2: The Youth Services and School Library Consultants will participate in ongoing statewide efforts supporting early learning, services to children, and teen development. They will facilitate ongoing partnerships between schools, organizations, and other state agencies.
- Objective 2.3.3: The E-Services Program Supervisor will develop ongoing statewide partnerships and seek opportunities to expand library technology infrastructure.
- Objective 2.3.4: Library Development staff will develop partnerships with other agencies and organizations to coordinate college-and-career-ready programs and services annually.
- Objective 2.3.5: Library Development staff will develop and foster partnerships with other agencies and organizations to leverage programs and services reaching more underserved Idahoans on an annual basis.
- Objective 2.3.6: The Bilingual/Bicultural Project Coordinator will develop partnerships to improve service to Latinx populations in FY24.
- Objective 2.3.7: The Youth Services and Library Learning Consultants will cultivate and foster ongoing partnerships with state agencies, nonprofits, and businesses to develop plans for STEM learning.

Performance Measures for Goal 2:

- The percentage of library staff participating in continuing education programs who indicate they have made changes in their library procedures or services as a result of training activities will increase or maintain annually.
  - *Benchmark:* In FY24, at least 80% of library staff and trustees participating in continuing education programs will indicate they have made changes in their library procedures or service. For reference, 62% of participants reported changes were made in FY22.
- The number of youth participating in library summer learning programs will increase annually.

- *Benchmark:* In FY24, at least 71,817 youth will participate in summer learning programs. This would achieve the target of a 3% annual increase from 69,725 youth in FY22.

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

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

- Objective 3.1.1: On an ongoing basis, the E-Resources Library Consultant will curate and promote resources available in the LiLi databases.
- Objective 3.1.2: The Technical Records Specialist will support STACKS, Idaho’s state publication repository program, annually.
- Objective 3.1.3: The Youth Services team will annually develop and distribute materials supporting the education of youth.
- Objective 3.1.4: On an ongoing basis, the Public Information Officer will coordinate and manage promotional efforts of services to Idahoans.
- Objective 3.1.5: The State Librarian, Deputy State Librarian, and the Library Development team will complete and publish the state’s Digital Access for All Idahoans (DAAI) plan in FY24. The team will implement the DAAI plan using dedicated National Telecommunications and Information Administration (NTIA) Digital Equity Capacity Building Grant Program funds in FY24-FY27.
- Objective 3.1.6: The Digital Inclusion Consultant will develop and pilot a statewide digital navigator help line and digital skills website in FY24.

Strategy 2: Improve Idahoans’ access to reading materials.

- Objective 3.2.1: On an annual basis, the Idaho Talking Book Service team will improve access to materials in alternate formats for those unable to read standard print.
- Objective 3.2.2: The E-Resources Library Consultant will expand the number of titles in the Idaho Digital E-Book Alliance and increase the number of participating libraries annually.
- Objective 3.2.3: The E-Resources Library Consultant will target underserved populations to provide digital e-book library access in FY24.
- Objective 3.2.4: The E-Resources Library Consultant will administer a statewide library interlibrary loan service, ShareIdaho, annually.

Performance Measures for Goal 3:

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

- *Benchmark:* In FY24, at least 68,779 interlibrary loans will be requested through ShareIdaho. This would achieve the target of a 1% annual increase from 68,098 interlibrary loans in FY22.
- The number of Idahoans registering for the Idaho Talking Book Service will increase annually.
  - *Benchmark:* In FY24, at least 425 new Idahoans will be registered with the Idaho Talking Book Service. This would achieve the target of a 2% annual increase from 417 new Idahoans registered in FY22.

**Goal 4: Model responsible and effective government practices.**

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

- Objective 4.1.1: All staff will integrate agency values into all initiatives and activities, both within and outside the agency, on an ongoing basis: embodying mutual respect; embracing collaboration; fostering diversity, equity, and inclusion; and championing lifelong learning.
- Objective 4.1.2: The management team will invest in professional development and leadership opportunities for agency staff on an ongoing basis.
- Objective 4.1.3: All staff will foster innovation, flexibility, and results-oriented planning for effective and efficient programs and services for the agency’s clientele on an ongoing basis.
- Objective 4.1.4: The management team will review existing positions to maximize opportunities to meet the goals featured in the strategic plan annually.
- Objective 4.1.5: The Talking Book Service Program Supervisor will work with ICfL staff to identify tasks and will recruit and train volunteers to help achieve goals outlined in the strategic plan annually.

Strategy 2: Collaborate with the State Controller’s Office to implement the Luma transition.

- Objective 4.2.1: The Financial Manager will oversee the ICfL’s transition to the state’s Luma system by supporting specific module integration, system implementation, and program configuration in FY24.
- Objective 4.2.2: The Financial team will facilitate employee transition from a paper-centric accounting program to a cloud-based, multifunctional, digital system through individual engagement and staff training.
- Objective 4.2.3: The Financial Manger will develop new and improved processes that embrace the digital system’s capabilities, manage change and



agency transparency, and bring resource savings to the statewide business process redesign annually.

Performance Measures for Goal 4:

- At least 20% of agency staff will receive professional development and leadership opportunities annually.
  - *Benchmark:* In FY24, at least 7 agency employees will participate in professional development or leadership opportunities. This would achieve the target of serving at least 20% of agency staff.

## **TIMELINE**

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

## **EVALUATION PLAN**

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

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