

# **Evaluation of Georgia's Five-Year Library Services and Technology Act Plan**

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Submitted by

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a unit of the  
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## Introduction & Summary of Impact

***"LSTA is the single most vital program for library accessibility for all....Keep the program going for rurally isolated/economically disadvantaged and underserved individuals throughout Georgia and [the] U.S." --Quote from a Georgia Library System Director, 2007***

The Georgia Public Library Service (GPLS) is the state library administrative agency and is a unit of the Board of Regents of the University System of Georgia. It was established as a commission in 1897 to promote the development of public libraries. GPLS was a unit of the Georgia Department of Education (DOE) from 1943 until 1996. In July 1996, GPLS was moved from the Georgia Department of Education to the Georgia Department of Technical and Adult Education (DTAE), where it remained for four years. In July 2000, GPLS became a unit of the Board of Regents (BOR) of the University System of Georgia. Both DTAE and BOR are located within the Executive Branch of state government and have their own Boards.

The two moves within state government in the last few years have greatly impacted GPLS staffing levels and the organization's structure. There have been extended periods when the agency had very high staff vacancy levels, and this impacted the implementation of many projects and programs including those funded by the Library Services and Technology Act. A reorganization plan for GPLS was approved by the Board of Regents in December 2005, and implementation of that plan, including the hiring of 18 additional staff members (for a total of 42), began in January 2006 and is now nearing completion.

Because the full-time position responsible for the coordination of LSTA programs has been vacant for some time, evaluation of this five-year plan was a particular challenge. The Assistant State Librarian (ASL) for Library Development, to whom the LSTA Director will report, was hired and began work August 16, 2006. Since that time, the job description for the LSTA Director has been modified, and we are currently accepting applications for the position. The ASL assumed the responsibility for completing the annual program report for FY2005 and the evaluation of the five-year plan.

A review of LSTA activities indicated most LSTA funded activities were either statewide projects or state-initiated projects. GPLS has provided several mini-grants to public library systems during the five years of this plan.

Public library directors, staff, and the communities they serve are the primary customers for programs funded by LSTA in Georgia. For that reason, directors of Georgia's 58 public library systems were invited in January 2007 to complete surveys measuring their perceptions of the success of Georgia's LSTA programs. Administrators and managerial staff at GPLS, including all those involved in the LSTA-supported programs, were asked to complete the surveys as well. These assessments indicate that a vast majority of the objectives in the Five-Year Plan were at least partially met. The survey results from each group may be found in Appendices A and B.

The Library Services and Technology Act makes possible vitally important library services to Georgia's citizens. With the use of these funds over the past five years, we have been able to:

- offer consistently high-quality children's programs and expand activities to include teens and family literacy;

- add hundreds of thousands of books and materials to Georgia's public library collections to support family literacy and children's reading;
- continue to sponsor annual training and networking conferences for library staff in the state on children's services, teen services, and resource sharing;
- break ground in providing digital, universal access to previously "hidden" information and materials about our state and local history and heritage;
- continue to support assistance to blind and physically handicapped individuals throughout the state;
- give financial incentives (reimbursements) to libraries of all types to encourage resource sharing for maximum cost-effectiveness;
- provide state-of-the-art technology solutions, such as network security hardware, that enable libraries to better serve their customers;
- produce a new manual for public library boards of trustees and distribute to over 1600 trustees;
- offer continuing education opportunities on dozens of topics in a variety of locations throughout the state to library staff and trustees; and
- communicate with legislators, funders, board members, library patrons and staff about the innovative things Georgia libraries are doing in their communities through a bimonthly newsletter and conference and event appearances.

## Overall Results

The goals from Georgia's Five-Year Plan for 2002-2007 are shown below, along with the targets and program plans for each goal. These are followed by the LSTA -funded GPLS programs that relate to those goals and a description of how the goals and objectives were achieved or addressed.

### **GOAL I: Integrated Library System (ILS)**

Initiate, improve and expand ILS and their connectivity that benefit libraries' and Georgia residents' access to materials to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.

#### **Targets (Output and Outcome):**

- a. Increase the participation in PINES with the inclusion of three additional library systems

#### **Program:**

1. Continue the PINES reimbursement program. Timeframe: 2003 - 2007
2. Continue the dialog and cooperative activities between GIL and PINES committees. Timeframe: 2003 – 2007
3. Explore, evaluate and implement a method for transporting intra-PINES loans and the return of materials to the originating library. Timeframe: 2003-2004
4. Continue to provide centralized services and support for the PINES program. Timeframe: 2003-2007

### **GOAL VIII: Technology and Telecommunications**

GPLS will continue to provide, enhance and expand support and resources to encourage programs that replace, maintain and upgrade appropriate technology equipment, software, and connectivity utilized by Georgia's libraries that need access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to improve services and the quality of these programs and the ability of the public to use library resources.

#### **Targets (Output and Outcome):**

- a. All 58 public library systems (100%) will have their own web page by January 2006.
- b. At least 29 (50%) of the public library web pages will be up-to-date and links current based upon random testing.
- c. Based on survey data from 2003, all public libraries will sustain their current level of access to electronic resources and will maintain viable equipment by the close of FY 2007.
- d. Based on 2002 E-rate applications, 85% of eligible public libraries will utilize E-rate funding and discounts by October 2004.
- e. Increase GPLS technical support staff by 25%.

#### **Program:**

1. GPLS will support and manage the state's E-rate program and support local libraries' E-rate activities. Timeframe: 2003 – 2007
2. GPLS staff will provide technical support for libraries (primarily public) in technology applications. Timeframe: 2003 - 2007
3. Investigate and cooperate in the establishment of access to a viable backbone having a full range of integrated voice, data, and video capabilities for libraries. Timeframe: 2003-2007
4. Monitor and evaluate use of the BellSouth network. Timeframe: 2003 - 2007

5. Support the development of public library web pages. Timeframe: 2003 – 2007
6. Assist libraries in the effective and efficient use of compute and network applications. Timeframe: 2003-2004
7. Foster collaborative projects between public and academic libraries to increase the effective and efficient use of technology at the local and regional levels. Timeframe: 2003-2007.
8. Provide grants to libraries for the establishment or improvement of library services and program utilizing technology to serve as a replicable model. Timeframe: 2003-2007.

## **Programs**

### **PINES and Evergreen**

During the 2003-2007 period, the PINES family of library systems was expanded from 42 systems to 46 systems. This resulted in the PINES catalog holdings reaching 8.8 million items, and the users of PINES numbering 1.6 million. This makes PINES the largest consortium that is known to share a single catalog and patron database.

PINES postage reimbursements were discontinued in 2004, when a statewide courier was implemented to move materials between and among PINES libraries. With the phenomenal growth in these intralibrary loans (from 289,788 in FY2002 to 678,048 in FY2006), the courier service has provided faster deliveries as well as substantial cost savings.

GIL is the union catalog for the University System of Georgia (USG) Libraries and the State's Department of Archives & History. GIL and PINES worked with vendors in 2003 to implement NCIP, allowing sharing of data across systems, but vendor negotiations broke down. GPLS staff is always on the lookout for other potential collaborative efforts between academic and public libraries, and frequently brings possibilities to the attention of the public library directors.

Software developers wrote and implemented an open-source integrated library system for circulation and cataloging that has unprecedented sophistication for a home-grown ILS. This product, Evergreen, has received national and international attention, and continues to be enhanced and modified. By the end of the 2007 period, development of an acquisition module will be well underway.

### **Information Technology Management, Monitoring and Maintenance (IT3M)**

Georgia public library systems rely on GPLS for technology infrastructure, consulting, and assistance. GPLS offers a number of centralized services that eliminate duplication throughout the state; e.g., e-mail servers, Web filtering technology, development of equipment specifications, negotiation with vendors for favorable pricing, and Web site hosting for libraries. Technology training for libraries has included bringing the LAMA Wireless Institute to Georgia in 2005.

All telecommunications may be monitored 24 hours a day, at <http://netwatch.georgialibraries.org>. An integrated help desk was established to assist libraries and GPLS staff with both PINES and other IT-related questions and problems. Distributed grants, such as the one for network security, help libraries keep their Local Area Networks up-to-date and secure.

GALILEO resources were expanded to include Library Literature (for library staff), SIRS Discoverer, and HeritageQuest. All library systems except one (Brooks County) now have Web sites, and nearly all are regularly updated. Grants to libraries enabled them to replace their outdated computer equipment. All Georgia public library systems (100%) rely on E-rate telecommunications discounts obtained by GPLS to support technology infrastructure, and a growing number of library systems (66 %) apply for additional E-rate discounts.

A 2007 pilot project has been implemented to test the prioritization of bandwidth. We hope this pilot will show that prioritizing core functions, such as circulation and catalog, over other uses, e.g., MySpace or streaming video, will significantly improve quality of service and response times.

***"The PINES system is great! As a family, we visit libraries weekly. The PINES system makes it simple and convenient for us to check out books from any of these branches." --PINES User Survey Respondent***

## **GOAL II: Information Access**

Initiate, improve and expand GALILEO and develop other appropriate databases including links to other agencies that will benefit libraries and Georgia residents by providing access to information to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.

### **Targets (Output and Outcome):**

- a. Increase the public's awareness of GALILEO so that when randomly surveyed 5% of Georgia residents are aware of GALILEO.
- b. Increase vendor's accountability so that accurate and timely statistics may be obtained about database usage.
- c. Increase user satisfaction levels on the annual user survey.
- d. Support the continued expansion of GALILEO as a database aggregator and content developer.

### **Program:**

1. Continue the GALILEO Steering and other committee that will foster all of the partners' participation in GALILEO. Timeframe: 2003 – 2007
2. Continue to evaluate the use and appropriateness of GALILEO databases. Timeframe: 2003 – 2007
3. Continue to develop and provide training for the end-users of GALILEO. Timeframe: 2003 – 2007
4. Continue to provide resources to promote the use of GALILEO by all user groups. Timeframe 2003 – 2007
5. Foster collaborative projects between public and academic libraries to increase public awareness of GALILEO at the local and regional levels. Timeframe: 2003-2007

## **GOALV: Cooperation and Resource Sharing**

Initiate, improve and expand resource sharing and cooperative projects that benefit libraries and Georgia residents by providing access to information and materials in a variety of formats to fulfill their informational, educational and recreational needs in an effective and efficient manner by utilizing technology and other methods.

### **Targets (Output and Outcome):**

- a. Increase the number of libraries participating in GOLD by 10% over five years.
- b. Increase the number of filled ILL requests by 10% over the next five years.
- c. Libraries utilize US MARC format records and GOLD members contribute all such records in GOLD at least annually for all their holdings.
- d. Increase the number of local and regional consortia and libraries with cooperative agreements.
- e. Increase the number of electronic linkages between library catalogs.
- f. Increase collaborative activities with museums and other cultural organizations on the state, regional and local levels to provide programs and services that explore our diverse cultural, aesthetic, and historical heritage.

- g. Increase the number of materials owned by libraries or that can be accessed by libraries to meet the needs of rapidly growing populations of non-English speaking/reading residents.

**Program:**

1. Hold the GOLD/GALILEO Annual meetings. Timeframe: 2003-2007
2. Continue GOLD quarterly reimbursements. Timeframe: 2003-2007
3. Libraries will be encouraged to be actively involved in the development and delivery of collaborative multi-agency programs and services. Timeframe: 2003 – 2007
4. Support retrospective conversion projects and loading into GOLD. Timeframe: 2003-2007
5. Investigate and employ statewide document delivery for interlibrary loan. Timeframe: 2003-2007
6. Investigate and employ cooperative ILL management system. Timeframe: 2003-2007
7. Identify existing consortia and cooperative activities. Timeframe: 2003-2007
8. Develop a list of existing library consortia and cooperatives including contact information and make available on GPLS home page. Timeframe: 2004-2007
9. Encourage and assist in the development of local and regional cooperative agreements between libraries and other agencies. Timeframe: 2004-2007.
10. Continue to update on a periodic basis resource sharing manuals and procedures to reflect current standards and practices. Timeframe: 2003-2007
11. Annually conduct the Children's Services Annual Conference in partnership with other state library agencies and other groups. Timeframe: 2003-2007

**GOAL X: Partnerships**

GPLS will continue to provide, enhance and expand support and resources to foster Georgia library programs to continue existing and to develop new partnerships that foster and promote the delivery of quality library programs and services and to improve services to Georgians.

**Targets (Output and Outcome):**

- a. At least 25% (15) public library systems will develop and maintain ongoing partnerships with local businesses or organizations to improve library services.
- b. Identify and initiate dialogues with potential partnering agencies and businesses.

**Program:**

1. Conduct a competitive grant round that initiates new and/or develops public/private partnerships. Timeframe: 2004-2007
2. Provide technical and consulting assistance to libraries developing partnering relationships at the local level. Timeframe: 2003-2007
3. Foster collaborative projects between public and academic libraries at the local and regional levels. Timeframe: 2003-2007

**Programs**

**Resource Sharing**

The Georgia Online Database (GOLD) is critical to the facilitation of resource sharing among Georgia libraries of all types. There are currently 207 member libraries, representing public, academic, technical college, K-12, and special libraries. Now, shared group subscription access to OCLC offers all public libraries access to cataloging, interlibrary loan (ILL), and serials union listing, as well as GeorgiaCat ([http://andromeda.galib.uga.edu/cgi-bin/homepage.cgi?style=&\\_id=a81c446b-1226192576-4596&\\_cc=1](http://andromeda.galib.uga.edu/cgi-bin/homepage.cgi?style=&_id=a81c446b-1226192576-4596&_cc=1)).

In FY2006, Georgia libraries filled 172,751 loans. Reimbursements to lenders encourage and reward cooperation and lending through OCLC, and are the key to some libraries' ability to participate in GOLD. Approximately \$100,000 in ILL reimbursements is provided in a typical year.

Members of GOLD are required to contribute bibliographic holdings to a shared OCLC Group Access Capability Database and to union list serial holdings using the OCLC Local Holdings Maintenance service. Detailed holdings statements enhance the value of local holdings viewed through OCLC WorldCat Resource Sharing and FirstSearch. Demonstrations of the value of these holdings are also displayed in the public view of WorldCat, GeorgiaCat and a locally derived and mounted database called the Georgia Libraries Journal List (GOLD) accessible through the statewide virtual library, GALILEO. GPLS monitors this requirement annually.

The Director of Resource Sharing consultant serves as a member of the GALILEO Steering Committee, and so participates in decisions about additional databases, discontinuing database subscriptions, and GALILEO usage. She also serves on a team that is developing a new public library interface for GALILEO. GALILEO Quick Search feature was added in 2005 by the GALILEO team.

The GOLD/GALILEO Users Group Conference continues to be the primary continuing education opportunity for interlibrary cooperation statewide. Each year, it draws more participation, with attendance in 2006 topping 300.

The Director of Resource Sharing works with the Southeastern Library Network (SOLINET) to offer continuing education for Georgia library staff in the areas of cataloging, technical services, and union listing. These opportunities help ensure the compliance of all GOLD members in keeping their records up-to-date and participating actively in resource sharing statewide.

More school media specialists are attending the Children's Services Annual Conference (CSAC) each year. Presentations by media specialists in the recent past have broadened the focus of CSAC opportunities and enhanced relationships between school media and public library employees.

### **Georgia HomePLACE (Providing Library and Archives Collections Electronically)**

One of the best examples of partnership with other agencies is the Georgia HomePLACE project. The project director works closely with public libraries to identify and digitize historical materials unique to the state. These collections are then available through the Digital Library of Georgia (DLG), a GALILEO initiative based at the University of Georgia Libraries that collaborates with Georgia's Libraries, archives, museums, and other institutions of education and culture to provide access to key information resources on Georgia history, culture, and life.

Collections now available through the DLG, thanks to Georgia HomePLACE, include:

- **Beauty in Stone.** The online collection consists of two short industrial films made by the Georgia Marble Company in the 1950s-1960s that document the company's history, operations, skilled laborers and craftspeople, and the widespread use of their marble, limestone and serpentine products. <http://dlg.galileo.usg.edu/georgiamarble>
- **The Blues, Black Vaudeville, and the Silver Screen, 1912-1930s.** The online collection consists of selected correspondence, financial records, contracts, and advertising materials from the Douglass Theatre's records in the Middle Georgia Archives' Charles Henry Douglass business records, and it documents the amusements available to Macon's African American population and the business dealings of this African American entrepreneur from 1912 to the 1930s. <http://dlg.galileo.usg.edu/douglass>
- **Community Art in Atlanta, 1977-1987: Jim Alexander's Photographs of the Neighborhood Arts Center** from the Auburn Avenue Research Library consists of fifty-five documentary photographs of the Neighborhood Arts Center (1975-1989) that capture significant African American-centered cultural and community events in and around the Atlanta-based

organization, a brainchild of the late mayor Maynard Jackson.

<http://www.galileo.usg.edu/express?link=anac>

- **The Cyrus F. Jenkins Civil War Diary, 1861 - 1862**, held at the Troup County Archives, chronicles Cyrus Franklin Jenkins' experiences as an enlisted man in the Meriwether Volunteers, Company B, 13th Georgia Infantry Regiment, during the first year of the war, June 1861 to March 1862. <http://dlg.galileo.usg.edu/express?link=jenk>

- **Early Walker County Papers**. The selected documents are land grants, that include maps and survey reports, for a plots in Cherokee County, Georgia, granted between 1833 and 1835 and in 1843 and in 1845. These were added to the existing "Southeastern Native American Documents, 1730-1842," because they relate to the land lotteries that were associated with the Cherokee Removal from north Georgia.

<http://dlg.galileo.usg.edu/nativeamerican/institution/lafayettewalker>

- **Finding Aids for Archives and Manuscripts**. Finding aids are descriptive inventories that provide information on both the contents and historical context of collections of archives and manuscripts. The Auburn Avenue Research Library Finding Aids presented here by the Digital Library of Georgia describe approximately 100 unique research collections, including personal papers, organizational records, oral histories, photographs, and audio-visual resources.

<http://dbs.galib.uga.edu/cgi-bin/aafa.cgi?dbs=aafa&ini=aafa.ini>

- **For Our Mutual Benefit** consists of a minute book, covering the years 1912-1920, from the Athens Woman's Club collection housed in the Heritage Room of the Athens-Clarke County Library that documents the social, philanthropic and reform activities of the Athens Woman's Club during the height of the Progressive Era. <http://dlg.galileo.usg.edu/athenswomansclub>

- **Picturing Augusta: Historic Postcards** from the Collection of the East Central Georgia Regional Library consists of forty turn-of-the-twentieth century Augusta-related picture postcards selected from the collection Augusta and Environs: Picture Post Cards in Color.

<http://dlg.galileo.usg.edu/express?link=hagp>

- **The Samuel Hugh Hawkins Diary, January - July 1877**, donated by Georgia State Senator George Hooks to the Lake Blackshear Regional Library System, chronicles Americus, Georgia entrepreneur, lawyer, and banker Samuel Hawkins' financial, agricultural, civic, and religious activities in Sumter County during the final months of Reconstruction.

<http://dlg.galileo.usg.edu/express?link=hawk>

- **Sanborn® Fire Insurance Maps for Georgia Towns and Cities, 1884-1922** consists of 4,445 maps by the Sanborn Map Company depicting commercial, industrial, and residential areas for 133 municipalities. The Sanborn maps provide extremely detailed information about a town's evolving built environment over time that has many uses in local history and genealogical research. <http://dlg.galileo.usg.edu/sanborn>

- **Ships for Victory: J.A. Jones Construction Company and Liberty Ships in Brunswick, Georgia**. The online collection consists of eighty-four black-and-white photographs from the J.A. Jones Construction Company collection at the Brunswick-Glynn County Library that depict the company's World War II cargo ship building activities in its Brunswick, Georgia shipyard from 1943 to 1945. <http://www.galileo.usg.edu/express?link=vsbg>

- **"Thar's gold in them thar hills": Gold and Gold Mining in Georgia, 1830s-1940s**, contains selected legal, financial, and promotional documents as well as photographs and picture postcards that represent episodes of renewed interest in gold mining in Lumpkin County during Reconstruction, at the turn of the century, and during the Depression from the Chestatee Regional Library System. <http://dlg.galileo.usg.edu/express?link=dahl>

- **Vanishing Georgia** comprises nearly 18,000 photographs. Ranging from daguerreotypes to Kodachrome prints, the images span over 100 years of Georgia history. This online project is based on holdings of the Georgia Archives. <http://www.galileo.usg.edu/express?link=vang>

Many more collections that have regional and national interest have been identified as potential candidates for this process, so we expect to continue the HomePLACE project as part of our new Five-Year LSTA Plan.

### **GOAL III: Training, Education, and Recruitment**

GPLS will continue to provide, enhance and expand support and resources to foster training, education and recruitment for library personnel in all types of libraries so as to improve the quality of library services by utilizing GPLS staff, contracts and grants.

#### **Targets (Output and Outcome):**

- a. Increase the number of Georgians completing an ALA/MLS program by 10% within five years.
- b. Improve information technology competencies within libraries by the development of statewide support programs to ensure that staff at each library is adequately trained to provide basic levels of service.
- c. Continue to provide continuing education and staff development for personnel of all libraries in Georgia.
- d. Continue to create and deploy trainer development programs for library staff throughout the state.

#### **Program:**

1. Continue to develop and modify GPLS training programs as needed. Timeframe: 2003 – 2007
2. Identify and notify library community of other appropriate training programs. Timeframe: 2003 – 2007
3. Identify and support library educational programs at the undergraduate and graduate levels with an emphasis on the Associate's Degree and the ALA/MLS. Timeframe: 2003 – 2007
4. Provide financial assistance for persons enrolled in graduate level programs. Timeframe: 2003-2007
5. Cooperate with other educational partners to deliver, develop and share training resources. Timeframe: 2003-2007

### **GOAL IV: Education**

GPLS will continue to provide, enhance and expand support and resources to foster formal and informal literacy-based educational programs provided to all Georgians to improve the quality of these programs, and to enhance the ability of the public to use library resources.

#### **Targets (Output and Outcome):**

- a. Increase the number of links between educational agencies and library web pages.
- b. Increase the number of public libraries with homework assistance programs.
- c. Increase the number of libraries that have trained staff who coordinate training for both the staff and the public.
- d. Develop and/or purchase and deploy web-based training packages for both library staff and the general public.
- e. Assist libraries in the development and enhancement of satellite communication both for passive downlinks and for interactive, 2-way video conferencing.
- f. Increase the number of cooperative agreements between public academic and public libraries.

#### **Program:**

1. Assist libraries to identify education providers in public and private sectors. Timeframe: 2003 – 2007
2. Establish communication and dialog with education providers. Timeframe: 2003 – 2007
3. Develop educational partnerships at the local, regional and state levels that support a program of seamless education. Timeframe: 2003 – 2007

4. Encourage libraries to develop or enhance instructional technology capabilities to offer access to formal and informal coursework through various forms of distance learning. Timeframe: 2003 – 2007
5. Develop a working relationship between GPLS staff and the library and media center coordinators at the Board of Regents (BOR), Department of Education (DOE), and the Department of Technical and Adult Education (DTAE). Timeframe: 2003-2007
6. Continue to support local libraries in the provision of basic computer literacy and Internet orientation programs for Georgia residents. Timeframe: 2003-2007
7. Continue to create and deploy trainer development programs for library staff throughout the state. Timeframe: 2003-2007
8. Work with the BOR's University System Office and individual institutions to develop cooperative relationships between public academic institutions and public libraries to develop mutually beneficial programs that enhance public and academic libraries' abilities to fulfill student needs, especially those utilizing distance education programs Timeframe: 2003-2007
9. Present programs at BOR staff conferences about the support offered by public libraries to academic institutions. Timeframe: 2003-2007

### **GOAL XI: Planning, Evaluation, and Statistics**

GPLS will continue to provide, enhance and expand support and resources to foster programs in planning, evaluation, and statistical methodologies for the Georgia library community so that they can better plan, evaluate, and measure library programs and activities to improve library service to Georgians.

#### **Targets (Output and Outcome):**

- a. All public library systems will be provided tools to assist them in planning, evaluation and the use of statistics, such as Bibliostat Connect.
- b. Identify, purchase or develop resources that support libraries' ability to plan, evaluate and measure their programs and activities.

#### **Program:**

1. GPLS will provide training and support for public libraries desiring to implement the Public Library Association's Planning for Results process. Timeframe: 2003-2007
2. GPLS will purchase, implement and sustain Bibliostat Connect for all public library systems. Timeframe: 2003-2007
3. GPLS will provide analysis of Georgia public library output data for librarians to use in planning and evaluation. Timeframe: 2003-2007
4. GPLS will provide assistance to local libraries in the use of tools for planning and evaluation. Timeframe: 2003-2007
5. Develop a web-accessible GIS (geographic information system) interface for public library statistics. Timeframe: 2003-2004
6. GPLS will maintain current and accurate library data in print and electronic formats. Timeframe: 2003-2007
7. Provide grants to libraries to conduct customer satisfaction surveys. Timeframe: 2005-2007

## **Programs**

### **Training and Research**

GPLS has had no full-time position dedicated to training during the reporting period. We have drafted a position description and have the resources to hire a full-time Director of Continuing Education. We are awaiting BOR approval for this position description. Research and statistics are included in the new LSTA position currently advertised.

In spite of the absence of dedicated staff, a wide variety of training opportunities have been offered to libraries in Georgia through this program. These range from general library science workshops contracted through SOLINET, to accounting software training for library bookkeepers, to specific training for PINES member libraries on circulation procedures. LIBRIS training for building programs has been offered twice during the past five years. Webinars offered by Keystone Library Automation System (KLAS), were helpful in conversion to the new version of that software.

GPLS has also offered trainer development workshops so that libraries can maximize their training investment. Training is publicized through listservs and the GPLS web site, and training-on-demand is offered as needed, including training for trustees and Friends of libraries. Trustee training has been much in demand since the publication of *Tools for Trustees: The Georgia Public Library Trustee Manual* in 2006. Many presentations have been made to the Board of Regents central staff, the academic library directors, and the GIL conference for University of Georgia libraries.

Although GPLS was not able to fund scholarships for students pursuing an MLS degree in this planning cycle, we intend to carry this objective over into our new five-year plan. The GPLS library collection was cited by Valdosta State University Library School as their resource library when applying for ALA accreditation, since any citizen of Georgia can borrow from the extensive professional collection through PINES.

Bibliostat Collect and Connect are maintained by GPLS to collect, analyze and report statistics about Georgia libraries. All public library systems have access to Connect for data analysis and comparisons of their libraries with other libraries in Georgia and the U.S. Redesign of the GPLS Web site in the upcoming year will provide additional opportunities for incorporating and publishing Georgia statistics.

Several systems have undertaken the PLA Planning Process, with assistance from GPLS staff, during this five-year period. By the end of the 2007 fiscal year, we will have provided a copy of Rhea Joyce Rubin's book, *Demonstrating Results: Using Outcome Measurement in Your Library*, to all public library systems. A bibliography on this topic will be distributed to public library directors and made available on our Web site.

### **Professional Library**

The professional library collection at GPLS is a valued resource to Georgia libraries, trustees, and the general public. The library includes materials on the acquisition, cataloging, and preservation of library materials; management of library personnel and resources; reference and information services; as well as computer services and children's services. GPLS acquires videos, DVDs, books and journals in library and information science and support subjects. Library staff compiles bibliographies on subject areas within the collection and responds to specific information needs of those in the field.

## **GOAL VI: Blind and Physically Handicapped**

GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs to all Georgians with disabilities, better identify these individuals, and improve services and the quality of these programs and the ability of the public to use library resources.

### **Targets (Output and Outcome):**

- a. Provide assistive technology for the blind and/or other persons with disabilities through a majority of the state's libraries.
- b. Increase the number of NLS registered readers by 20% (2,200) to 24,200 readers within five years.
- c. Increase the number of outreach programs offered by GLASS and the subregionals by 20% in five years.
- d. Increase services to eligible NLS users with non-visual disabilities.
- e. Expand staffing at GLASS by 50% within four years.

### **Program:**

1. Expand the use of Keystone Library Automation System (KLAS) beyond GLASS to subregional libraries and local libraries to improve access to the service and materials. Timeframe: 2003-2007
2. Continue offering NLS services through GLASS and subregional libraries. Timeframe: 2003-2007
3. Continue to provide training opportunities for library staff across the state on the awareness of and services to individuals with disabilities. Timeframe: 2003-2007
4. Provide technical assistance to libraries in the area of disabilities. Timeframe: 2003-2004
5. Foster collaborative projects between public and academic libraries to increase the effective and efficient use of materials and programs for disabled persons at the local and regional levels. Timeframe: 2003-2007
6. Provide grants to libraries for the establishment or improvement of library services and programs for persons with disabilities. Timeframe: 2004-2007

### **Program: Georgia Library for Accessible Services (GLASS)**

The Georgia Library for Accessible Services, or GLASS, continues to work with the National Library Service (NLS) to coordinate the state program for the Blind and Physically Handicapped. In addition, GLASS houses and operates the Atlanta subregional library, one of fourteen subregional facilities providing this service. The Atlanta subregional serves patrons in 12 counties with a collection of 58,583 titles, including Braille, descriptive video and talking books. GLASS also provides machines, readers advisory services and assistance.

GPLS has offered training to public library staff in sensitivity and customer service to persons with disabilities. We have also provided software training for KLAS. We now have a statewide license for 50 simultaneous users for JAWS, so that JAWS access is available in every public library in the state. Subregional libraries were for the first time included in the 2007 Vacation Reading Program mini-grants.

Within this evaluation period, we have converted from the READS automation system to KLAS. All subregional libraries are now on version 7.0 of KLAS. The patron base has grown to nearly 26,000, exceeding the goal of increasing by 20%. This increase does reflect expanded outreach, with plans for greater outreach in the future, especially to schools and college education programs.

The number of staff at the Regional facility has grown from 7 to 9, making possible an expanded level of readers advisory services. Service contracts were implemented with the subregionals in FY2005 with an emphasis on outreach. Our focus is shifting toward providing more fulfillment activity by the Regional, and more outreach from the subregionals.

***"LSTA funding is essential for the continued improvement of library services in Georgia. This is especially important for technology and children's services." --Quote from a Georgia Library System Director, 2007***

### **GOAL VII: Literacy and Family Literacy**

GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs provided to non-literate and lower literate Georgians, better identify these individuals, improve services, and enhance the quality of these programs and the ability of the public to use library resources.

#### **Targets (Output and Outcome):**

- a. The Vacation Reading Program (VRP) will have a 20% increase in participation by 2005.
- b. Twenty-five percent of the 0-12 population will participate in the VRP by 2007.
- c. Children's staff in all Georgia public libraries will have attended at least one family literacy training session by 2004.
- d. By 2007, 50 public library systems will have implemented local family literacy programs.

#### **Program:**

1. To identify and cooperate with state and regional literacy providers. Timeframe: 2003 - 2007
2. Continue and expand library based literacy programs particularly those supporting family literacy, such as the Vacation Reading Program. Timeframe: 2003 – 2007
3. Conduct targeted grant programs that support this goal. Timeframe: 2003-2007
4. Identify, create and provide additional electronic resources and emerging technologies for children and families. Timeframe: 2003-2007

## **Program: Vacation Reading Program**

For many years, Georgia has used LSTA (and previously LSCA) funds to sponsor a statewide summer reading program. The Vacation Reading Program (VRP) has been and continues to be one of the programs most popular with library users and library staff. In addition to the children and families who regularly visit the library, librarians use the promotional and program materials to encourage children and families to become "vacation readers" and library users. Approximately 14% of Georgia's children ages 0 to 11 participate in VRP at a public library.

In 2005, a family literacy emphasis was piloted by 5 library systems during their Vacation Reading Program. In 2006, this was expanded to 14 library systems; plans for 2007 and beyond are to incorporate these family activities as a part of Vacation Reading Program efforts throughout the state.

The Vacation Reading Program has been developed in partnership with other states over the past few years. We have worked with others to hire an artist, develop a manual, produce clip art and materials, offer incentive options, and produce a PSA. Because this has been a labor- and time-intensive process, next year we will join the Collaborative Summer Library Program ([www.cslpreads.org](http://www.cslpreads.org)) to maximize the use of our staff and financial resources. This will allow the Children's Services Director to continue to expand the Children's Services Program to incorporate more aspects of family literacy and expose Georgia children's services staff to more ideas and opportunities. See the In-Depth Evaluation Section for more specifics about Children's Services.

## **GOAL IX: Public Relations and Advocacy**

Develop and implement a planned, coordinated public relations and advocacy program including training for and about libraries to promote the use of libraries by Georgia residents to increase their awareness and use of libraries.

### **Targets (Output and Outcome):**

- a. Increase the number of newspaper articles about public libraries by 20%.
- b. Increase the number of press releases issued by GPLS by 100%
- c. Increase the number of cable, television and radio stations that air the VRP Public Service Announcement by 10%.
- d. Increase the distribution of public library newsletter, print and electronic, distributed by GPLS by 100%.
- e. Increase the number of advocacy programs conducted by local libraries by 25%.

### **Program:**

1. Establish a public relations position at GPLS and employ a qualified full-time staff person. Timeframe: 2003
2. Conduct an assessment of current public relations and advocacy activities being conducted at the state, regional and local levels. Timeframe: 2003
3. Develop and implement a coordinated theme for GPLS publications, stationery, etc. Timeframe: 2003
4. Develop a statewide plan for public relations and advocacy with input from the library community. Timeframe: 2003-2004
5. Develop a statewide library newsletter and public it in a paper and electronic format. Timeframe: 2003-2007
6. Provide consulting services and information to local libraries. Timeframe: 2003-2007
7. Collect samples of public relations materials from libraries in Georgia. Timeframe: 2003-2007
8. Conduct targeted or competitive grant cycles for libraries. Timeframe: 2003-2007

## **Program: Communications**

During this five-year period, Georgia has been able to hire a Communications Director and a Webmaster, which has greatly enhanced our ability to respond to information needs of libraries and legislators in a timely manner. We have also adopted a brand for the agency, kept the GPLS Web site more up-to-date, and connected library staff, users, Friends, advocates, and other stakeholders throughout the state with a bimonthly newsletter, *GPLS News*. This publication describes many of the exciting programs delivered by Georgia's libraries, and informs readers about initiatives and projects throughout the state, including many programs funded with Library Services and Technology Act funds.

Forty-three of the 58 library systems have plans to use the public service announcement produced for the Vacation Reading Program 2007. A number of fact sheets produced by GPLS staff report library statistics, explain the services of GPLS, and help the general public understand more about libraries. GPLS has now developed a KnowledgeBase for public library directors to share information. The GPLS Web site continues to evolve as an important resource for Georgia libraries and the public, and includes an interactive calendar for literary and professional events. A major Web site redesign is planned for the upcoming year.

## **GOAL XII: Demographics**

GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's rapidly growing and diverse population that needs access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live; better identify these individuals; improve services; and enhance the quality of these programs and the ability of the public to use library resources.

### **Targets (Output and Outcome):**

- a. Assist libraries in the development and/or expansion of materials in languages other than English and formats to better meet the needs of the diverse populations in Georgia.
- b. Investigate and identify needed resources and training to plan for future services to young adults.
- c. Investigate and identify needed resources and training to plan for future services for children, intergenerational and elderly populations.
- d. Investigate and identify needed resources and training to plan for future services to persons with limited library access because of their geographic location or economic condition.

### **Program:**

1. Identify contact persons at organizations working with new immigrants and ESOL constituencies and obtain information about existing library service programs in their organizations and survey other libraries to determine the services that they offer to these institutions. Timeframe: 2003
2. Provide grants for non-English materials and programs. Timeframe: 2004-2007
3. Establish a Young Adult consultant position at GPLS and employ a qualified full-time staff person. Timeframe: 2003-2007
4. Provide grants for intergenerational services as well as persons with limited library access because of their geographic location or economic condition.
5. Foster collaborative projects between public and academic libraries to increase service, programs, and outreach to non-served communities. Timeframe: 2003-2007

## **GOAL XIII: Library Characteristics**

GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's libraries so that they can better meet Georgians' needs for access to information, educational materials, and recreational resources in a variety of formats for all ages

without regard to where they live; to improve services; and to enhance the quality of these programs and the ability of the public to use library resources.

**Targets (Output and Outcome):**

- a. Define basic library services and develop minimum standards for public library programs and services so that customers may have a common level of expectation.
- b. Encourage universal borrowing between publicly operated libraries in Georgia.
- c. A majority of libraries will provide digitized information resources for public use on-site or via the Internet.
- d. Increase per capita circulation in Georgia public libraries 15% by June 2005.

**Program:**

1. Review the draft public library standards and compare them with public library system templates. Timeframe: 2003-2004
2. Modify standards and review with public library system directors and implement the final public library standards. Timeframe: 2004
3. Provide grants for materials acquisition in target collection areas and audiences. Timeframe: 2004-2007
4. Foster collaborative projects between public and academic libraries to resources and programs at the local and regional levels. Timeframe: 2003-2007
5. Provide targeted grants that support the improvement of library services that are effective, efficient, and replicable. Timeframe: 2003-2007

**Programs**

Goals XII and XIII are supported and addressed by many of Georgia's LSTA programs. The PINES project has certainly moved the state toward universal borrowing. GALILEO has provided every public library a vast array of electronic information resources. The establishment of an annual teen conference has emphasized the importance of serving young adults and given librarians the tools to do so effectively. Georgia has defined basic library services. Georgia's public library directors have adopted standards and evaluated those standards against current conditions. Collaboration between and among libraries of all types is valued and promoted.

**GOAL XIV: Economic Development, Conditions, and Workforce Development**

GPLS will continue to provide, enhance and expand support and resources to foster formal and informal library programs that support economic and workforce development; improve services; and enhance the quality of supportive library programs and the ability of the public to use library resources.

**Targets (Output and Outcome):**

- a. Support and expand collaborative relationships with employers and economic development organizations.
- b. Support and expand collaborative relationships with workplace training providers.

**Program:**

1. Encourage libraries to develop or enhance instructional technology capabilities to offer courses through various forms of distance learning. Timeframe: 2003-2007
2. Support the business community by providing electronic and print resources through local libraries. Timeframe: 2003-2007
3. Provide grants that promote the development and enhancement of a more educated workforce and support economic development. Timeframe: 2003-2007

## Programs

No GPLS programs addressed this goal directly, although many libraries throughout the state support local business with materials, resources and programs. Libraries, library computers, and other library resources are used extensively for job searching and application, professional development for workers at all levels, and proctored testing.

## LSTA Five-Year Program Recap

The following provides highlights of the primary LSTA expenditure areas by fiscal year.

### FY 2003 (October 2002 – September 2003)

- Children, Parents, and Family Literacy Services
  - Presented Children's Services Annual Conference
  - Trained children's services staff to better work with people with disabilities
- GALILEO
  - Supported information databases in this popular and important statewide resource
- Georgia HomePLACE
  - Hired a director for this program
  - Conducted a survey to determine the extent and locations of unique local history collections in the state
  - Made site visits and phone calls to libraries
  - Purchased archival master storage equipment
  - Began digitizing materials identified to provide expanded access
- Georgia Library for Accessible Services (GLASS) and Network
  - Converted from READS to KLAS automation system for the Regional Library and 13 subregional libraries across the state
  - Expanded focus on outreach
- Georgia Library PINES (Public Information Network for Electronic Services)
  - Wrote and implemented new features and modules for enhanced functionality of this shared automation system
  - Implemented e-mail notification of holds and overdues
  - Added 11 new participating libraries
  - Registered the one-millionth user
- Georgia Online Database (GOLD) and Resource Sharing
  - Provided GOLD reimbursements to encourage lenders to share resources
  - Held a GOLD/GALILEO Users Group Conference for 234
  - Initiated a new field training program in collaboration with SOLINET
- Statistics, Planning, Training, and Other Activities Supporting LSTA
  - Provided Bibliostat Connect and Collect for statistical data gathering and analysis
  - Provided training in use of statistical databases
  - Contracted or provided training opportunities as well as in-house training for GPLS staff
- Technology Support for Libraries
  - Offered help desk, monitoring, and troubleshooting assistance
  - Consulted with libraries concerning E-rate
  - Provided web hosting
- Vacation Reading Program—Programming Mini-Grants
  - Provided grants to every public library facility to support literature-based summer programming for children and families
  - Encouraged greater participation in Vacation Reading Program

#### **FY 2004 (October 2003 – September 2004)**

- Children's Services
  - Worked with a Children's Services Advisory Council (aka Quadrant Council) for development of staff and sharing of ideas
  - Held Children's Services Annual Conference
- Communications and Statewide Publicity
  - Developed standard brand
  - Developed GPLS Web site
  - Offered Web site hosting for libraries
  - Produced quarterly newsletter and other publications
  - Initiated Web-based activities calendar
- E-Rate Management, Training and Assistance
  - Managed the E-rate program for state telecommunications
  - Trained staff and assisted libraries with E-rate applications
- Georgia HomePLACE
  - Identified collections and digitized materials reflecting Georgia's unique history
  - Offered training in digitization management
- Georgia Library for Accessible Services (GLASS)
  - Transferred large majority of Braille collections to Utah; now contract with Utah for Braille materials, with seamless service to patrons
  - Continued implementation of Keystone Library Automation System (KLAS)
- GOLD/GALILEO
  - Coordinated resource sharing among all types of libraries statewide
  - Provided reimbursement to libraries for lending materials
  - Offered GOLD/GALILEO Users Group Annual Meeting
  - Managed union catalog of monographs and serials accessible via web
- GPLS Training Services
  - Provided workshops and training on a wide variety of topics as well as on demand
- Information Technology Management, Monitoring and Maintenance (IT3M)
  - Provided staffed help desk for technology support statewide
- Research and Statistical Services
  - Conducted annual report
  - Compiled and made available aggregate results
- Statewide Computer Upgrade and Replacement
  - Conducted inventory of all hardware owned by public libraries
  - Developed a standard for allocation of new hardware
  - Deployed 2,931 computers and 114 network printers (using both federal and state funds)
- Statewide Vacation Reading Program
  - Provided grants to library systems for literature-based programming and theme-related materials to support the Vacation Reading Program

#### **FY 2005 (October 2004 – September 2005)**

- Children's Services
  - Worked with Children's Services Advisory Council (aka Quadrant Council) for development of staff and sharing of ideas
  - Held Children's Services Annual Conference
  - Provided "mini-grants" to the library systems for literature-based programs and/or theme-based materials to support the Vacation Reading Program
- Georgia HomePLACE
  - Identified collections and digitized materials reflecting Georgia's unique history
  - Developed promotional materials to accompany the digitization projects
  - Digitized 4,445 Sanborn fire insurance maps

- Georgia Library for Accessible Services (GLASS)
  - Conducted a statewide public awareness campaign for GLASS programs and services
- GPLS Research and Training Services
  - Provided workshops and training on a wide variety of topics as well as on demand
  - Compiled annual report statistics and disseminated
- Information Technology Management, Monitoring and Maintenance
  - Managed Wide-Area Network (WAN) for Georgia's public libraries
  - Installed a second DS3 in the Atlanta LATA
- Resource Sharing
  - Coordinated resource sharing among all types of libraries statewide
  - Provided reimbursement to libraries for lending materials
  - Offered GOLD/GALILEO Users Group Annual Meeting
  - Expanded GALILEO databases
  - Began using GeorgiaCat for union listing
- Statewide Communications
  - Changed focus of newsletter to be more people-oriented and increased its size from 4 to 12 pages
  - Attended numerous meetings and trade shows as exhibitors
  - Partnered with the Atlanta Thrashers and Atlanta Hawks teams in selected areas for summer children's programs

**FY 2006 (October 2005 – September 2006)**

- Children's Services, including Vacation Reading Program
  - Initiated annual Teen Conference, with more than 100 teen services providers attending
  - Continued Children's Services Annual Conference (CSAC)
- Georgia HomePLACE
  - Identified collections and digitized materials reflecting Georgia's unique history
  - Developed promotional materials to accompany the digitization projects
- Georgia Library for Accessible Services (GLASS)
  - Contracted for statewide Braille services through the Utah Library for the Blind
  - Served approximately 20% of the users of this service in Georgia in the 16 metro Atlanta counties
- Information Technology Management, Monitoring, and Maintenance (IT3M)
  - Managed Wide-Area Network (WAN) for Georgia's public libraries
  - Upgraded bandwidth
  - Provided website support and e-mail hosting for libraries
- Literacy Materials for Children and Families
  - Made it possible for public libraries to add approximately 120,000 new materials to their collections to support family literacy and early literacy
- Network Security Mini-Grants
  - Provided grants for firewalls or other network security solutions to 52 public library systems
- Resource Sharing
  - Held successful GOLD/GALILEO Users Conference
  - Coordinated resource sharing among all types of libraries statewide
  - Provided reimbursement to libraries for lending materials
- Training
  - Trained staff throughout the state on E-rate
  - Provided workshops and training on a wide variety of topics as well as on demand

### **FY 2007 (October 2006 – September 2007)**

- Children's Services, including Vacation Reading Program
  - Offered mini-grant to libraries and talking book centers for books, materials, and storytime aids that support Vacation Reading Program
  - Hosted teen and children's services conferences
  - Participated in the PRIME TIME FAMILY READING TIME® program, offering four programs in 2007
- Georgia HomePLACE
  - Identified collections and digitized materials reflecting Georgia's unique history
  - Developed promotional materials to accompany the digitization projects
- Georgia Library for Accessible Services (GLASS)
  - Made plans for moving the subregional portion of GLASS into leased space at Atlanta-Fulton Public Library for more accessibility
  - Upgraded to version 7 of KLAS software
- Information Technology Management, Monitoring, and Maintenance (IT3M)
  - Managed Wide-Area Network (WAN) for Georgia's public libraries
  - Upgraded bandwidth
  - Provided website support and e-mail hosting for libraries
  - Initiated a pilot program to differentiate and prioritize bandwidth by use
- Technology Assessment and Remediation
  - Worked with libraries to diagnose and correct problems with Local Area Networks and other local issues that affect state infrastructure
- Resource Sharing
  - Held successful GOLD/GALILEO Users Conference
  - Coordinated resource sharing among all types of libraries statewide
  - Provided reimbursement to libraries for lending materials
- Training
  - Trained staff throughout the state on E-rate
  - Provided workshops and training on a wide variety of topics as well as on demand
  - Provided a software solution for accounting that enabled many library systems to better track budgets and expenditures
  - Helped libraries with continuing education for bookkeepers

This recap clearly illustrates that most LSTA-funded activities were either statewide projects or state-initiated projects. GPLS distributed several formula-based grants and "mini-grants" during the five years of this plan.

## In-Depth Evaluations - Children's Services

Children's Services have been a major focus of our office and the LSTA program for the last several years. This service includes several components, including a consultant, materials and programming grants to libraries, coordination of and provision of materials for the Vacation Reading Program, and professional conferences and other development opportunities for staff working with children and teens.

For many years, Georgia has used federal funds to sponsor a statewide summer reading program. The Vacation Reading Program (VRP) has been and continues to be one of the programs that are most popular with library users and library staff. In addition to the children and families who regularly visit the library, librarians use the promotional and program materials to encourage children and families to become "vacation readers" and library users. The Children's Services Annual Conference (CSAC) provides training and professional development for staff working with children and the Vacation Reading Program.

Parents surveyed in the summer of 2005 were asked if they agreed with the statement, "The library is an important educational partner in the community." Over 91% stated they agreed with the statement. Georgia Public Library Service provides training to personnel working with children to ensure they understand the educational benefits of programming for parents and children from birth through teen years.

LSTA funds were used to:

- create child-friendly artwork that visually depicts the VRP theme;
- provide promotional materials such as a state-wide website, public service announcements and posters to encourage participation;
- supply materials such as reading folders, bookmarks, stickers and certificates to program participants;
- create a programming manual for library staff;
- make available funds for literature based programs and/or materials at the local level; and
- offer a one day professional development conference for library staff to learn and refresh skills related to planning, implementing and evaluating the program.

### Vacation Reading Program and CSAC Attendance

<i>Year</i>	<i>Youth Participants</i>	<i>Books Read</i>	<i>Hours Read</i>	<i>Literacy Activities Completed</i>	<i>Library Programs for Youth</i>	<i>Program Attendance</i>	<i>Children's Services Annual Conference Attendance</i>
2003	206,222	2,296,683	787,330	---	8,599	429,995	275
2004	221,475	1,671,416	576,694	---	9,250	388,185	286
2005	221,892	1,535,863	389,774	110,901	9,843	482,051	401
2006	213,406	909,058	319,276	169,434	9,055	423,665	274
2007							444

While numbers have remained fairly constant, the shift toward more comprehensive family literacy continues. A VRP pilot program was developed to provide a background in family literacy, and was implemented by five library systems in 2005. These libraries had children count family literacy activities (instead of the number of books or number of hours read) to track their Vacation Reading Program progress. Family literacy activities include suggestions such as “Read a bedtime story to your child,” “Sing silly songs to your child,” “Attend a program at your library,” or “Share a story with a friend (real, stuffed, or imaginary).”

In 2006, this pilot program was expanded to include 14 library systems. The 2007 program is designed so that all libraries in Georgia have the option of choosing one method or a combination of the three methods for tracking.

Analysis of the pilot program through a survey of parent participants revealed the following:

- Parents reported more positive relationships with their children (85%)
- Parents said that they would now be more likely to add literacy activities that help their child learn to read better to their daily routine (97%)
- The overall response from the parents and children in the final group interviews at the pilot libraries was a resounding yes to programs that encourage family literacy in the future. (89%)

Another expansion of Vacation Reading Program is into services for teens and adults. While some teens have participated in the traditional summer programs offered by libraries, many have not because the materials and programs have been geared toward a younger audience. Although the state library had provided resources for teens as part of the VRP materials for a few years, most libraries had not fully separated their children’s and teens’ activities within the summer program. In 2006, libraries were offered a special VRP just for teens, with the state library providing clip art and materials that could be downloaded by the libraries who wished to offer this program. Statistics were kept on the number of teens registering for the summer program, the number of library programs offered specifically for teens, and the program attendance at those events. The teen participation figures are included in the 2006 totals above (because all previous years included all ages), but they are broken out below. We hope to encourage and expand this program.

A teen conference was initiated in 2005, offering continuing education for youth services providers and opportunities to learn from experts and peers about serving this audience in public libraries. The first year, 108 participants learned the 40 basic assets needed for positive teen development. Research has shown that the more of the 40 assets that teens have, the more likely they are to develop into successful adults. In 2006, a plenary session featured Kimberly Bolan’s presentation, “Teen Places, Cool Spaces,” and breakout sessions offered additional learning opportunities for 140 attendees. The third annual teen conference is scheduled for December 2007.

## 2006 Teen Statistics

<i>Teen Participants in Teen VRP</i>	<i>Library Programs for Teens</i>	<i>Program Attendance</i>	<i>Teen Conference Attendance</i>
14,224	892	12,416	140

In 2005, Georgia Public Library Service initiated a grant program awarding funds to five libraries whose staff members developed original stories specifically for the Vacation Reading Program. In 2006, this project was expanded to include stories and online scavenger hunts using GALILEO and other online resources. Authors of the stories and scavenger hunts were asked to present at the Children’s Services Annual Conference, and each received a grant award for presenting the

program. This project has provided professional development in writing and presenting original programming ideas, helping to further develop the future leaders of Georgia libraries.

## Progress in Showing Results

While it is clear that the Georgia Public Library Service, if not the entire library community in Georgia, is continually moving toward outcome-based evaluation, there are relatively few examples at this time. We have encouraged libraries to report anecdotally on their grant projects, and we often see outcomes expressed in patron or staff comments.

Techniques used to measure outcomes and express the value of services include:

- PINES annual user survey
- GALILEO annual user survey (conducted by GALILEO, but includes public libraries)
- Return on Investment (ROI) information published December 2005 as part of the statistical report
- GLASS user survey
- Discussion and evaluation and feedback at public library directors' meetings
- Network monitoring for public libraries, including evaluation of bandwidth use
- Conference evaluations
- Focus groups, for general feedback on GPLS programs and for PINES and Evergreen development
- Performance Audit on the Library for the Blind and Physically Handicapped service, performed by the State Department of Audits
- Analysis of output measures and statistics relative to public library standards

There is still a need for librarians in the field to learn more about Outcome Based Evaluation. In the upcoming Five-Year Plan we will build in outcome measurements for our objectives. We will also send additional GPLS staff for training in Outcome Based Evaluation, and offer at least one training workshop for library staff who will be submitting applications for LSTA grants.

By the end of the 2007 fiscal year, we will have provided a copy of Rhea Joyce Rubin's book, *Demonstrating Results: Using Outcome Measurement in Your Library*, to all public library systems. A bibliography on this topic will be distributed to public library directors and made available on our Web site. In the next planning cycle, we will continue to make resources on this topic readily available by updating our bibliography regularly.

## Lessons Learned

The following is a list of observations that GPLS staff have made from conducting this evaluation process and from the implementation of the current Five-Year Plan. We have also indicated steps that should be taken to address some of these concerns in the next planning cycle.

### **General**

- There is a need for more outside library input in the overall development and implementation of the Five-Year Plan. While the current plan did reflect many of the views and needs of the library community, some stakeholders did not feel that their needs were reflected in the final plan. An LSTA Advisory Committee will be established in the next year, including representation from types of libraries other than public. This should help to improve communications with all stakeholders and increase the statewide sense of ownership of the new plan.
- Over the last five years, the Georgia Public Library Service has been severely understaffed. This had a profound impact on the development and implementation of the Five-Year Plan. LSTA activities became the responsibility of one or two GPLS staff members, who already had major responsibilities with other program areas. Additionally, several different staff members managed LSTA over this same period. If the LSTA state program is to be an effective program, there must be adequate and consistent staffing assigned to LSTA activities. We are currently advertising for a position dedicated to LSTA, Research, and Statistics.
- GPLS needs to devote more staff to work with the LSTA projects. This might include full time staff and portions of other staff member's time to assist with program development, implementation, and monitoring.
- We must continue educating our user communities about the differences between the Library Service and Construction Act (LSCA) and LSTA. Because GPLS's main focus and responsibility over the years has been public libraries, this has generally continued under LSTA.

For many years, Georgia's public libraries received a formula driven block grant on an annual basis under the LSCA Title I program. Under this basic grant program, they submitted proposals based on LSCA priorities and generally received the funds based on their original proposal. So there is still a strong expectation that a majority of LSTA funds will be allocated to public libraries.

Under LSCA Title III, most of the funds were utilized for centralized programs. There were no grant programs conducted in this area. Therefore, there is not a high expectation of LSTA funding from the academic, special and school library communities. The proposed LSTA Advisory Committee, representing all user communities, should help address this perception.

- Because of our administrative transfer over the last ten years, we have had different accounting systems. Therefore, we have developed different internal financial tracking systems to account for LSTA projects and programs. This has required a great deal of staff time to manage. In the new planning cycle, we will be working with a new Business Manager and our parent agency to provide even greater accountability and tracking capability for projects funded with LSTA dollars.

- GPLS needs to investigate and implement a system for applicants to file their applications electronically. This would also apply to reports and other documentation required of grantees.
- If non-LSTA staff is involved in reviewing grants and monitoring projects etc., they need to have a significant amount of training about LSTA requirements, state regulations and project management.
- GPLS needs to explore methods of sharing LSTA project success stories. This could be modeled after some of the materials on the IMLS home page or ALA's success story web site. GPLS has now developed a KnowledgeBase for public library directors to share information, and this idea may be expanded to other communities.
- Survey responses indicate that GPLS should do more to publicize the LSTA program and the uses of LSTA funds.
- In addition, LSTA staff needs to regularly update the user community and the libraries about the progress toward our goals and objectives for each project.
- Much of the overall evaluation of the LSTA Five-Year Plan was difficult because not all projects were driven by a detailed proposal or work plan. These documents would have provided a more concrete basis for evaluation. In many cases, because of staff changes, there is a lack of project documentation that severely limits the ability to evaluate specific projects.
- GPLS lacked an overall LSTA project management system. Several different staff members implemented LSTA projects over the life of the Five-Year Plan. We are investigating project management software to help the new LSTA Director with tracking and follow-through.

## **Grants**

- For several years, GPLS had an internal debate about the best methods to distribute LSTA funds that were not used for central operations. DTAE had generally followed a centralized approach where all of their institutions received the same equipment etc. This approach made it easier for GPLS to offer centralized support, but did not accommodate any unique needs at the local level.
- For grants to libraries, grant schedules need to be developed on an annual basis and publicized well in advance.
- Because of limited time and staff shortages, we were unable to conduct any training for the grant cycles. Therefore, all the grant information needed to be communicated in writing. This lack of training was reflected in the quality of most grant applications that we received.
- The evaluation section was one of the weakest components of the applications that we received. We have discovered that most of our public library applicants do not have a great deal of knowledge about evaluation techniques.

This lack of experience with evaluation became very clear when we received the final project reports. GPLS staff believes that the project evaluations would have been of a higher quality if we had been able to offer training prior to the application process.

The lack of quantifiable and outcome based evaluations from projects made it very difficult to accurately report the impact that the LSTA funds made at the local level to state and federal level officials.

In the upcoming year, we plan to provide training in evaluation and outcome measures for the library community. We do not currently have a staff member devoted solely to Continuing Education, but we have requested such a position. If it is not approved, the LSTA Director will be responsible for providing this training.

- LSTA funds need to be distributed using a variety of different methods in order to have the broadest impact. A combination of statewide projects, competitive grants, target grants and special projects would broaden the impact of LSTA funds.
- Staff also observed that GPLS needs to improve our grant monitoring and reporting structures to more efficiently obtain project data and assist grantees in dealing with problems and project implementation, including project monitoring. Closer contact between GPLS staff and grantees would have fostered any necessary mid-project correction that might have been needed.
- Grantees need more continual support during all phases of the grant process. This requires a significant amount of staff dedicated to the LSTA program. In many cases, this may have been the first grant a library or the project manager had ever received. Therefore greater contact with GPLS staff might have been of great assistance to grantees as they sometimes struggled to implement their project. Having the new LSTA Director will help us correct this problem.
- GPLS expends most of Georgia's LSTA money in the carryover year. This does not necessarily support any long-term projects of over a year nor does it provide an adequate amount of time for project evaluation.

Besides grantee progress reports during the course of a project and an end of project evaluation, GPLS should explore the possibility of requiring a final report one year after the close of a project.

- GPLS needs to explore hiring independent consultants to conduct evaluation(s) of individual and statewide LSTA funded projects in Georgia. The need for this action could be based on the grant amount or whether there are a number of grants in the same program area.

## Evaluation Process

### Persons Involved

Lyn Hopper, Assistant State Librarian, Library Development

David Singleton, Deputy Director

Public Library Directors (58)

LSTA Project Directors:

David Baker, Director, Communications and Marketing

Stella Cone, Director, Georgia Library for Accessible Services (GLASS)

Elaine Hardy, Library Services Manager

Ed Johnson, Project Director, Georgia HomePLACE

Bobbie Morgan, Director, Children's Services

Susan Roberts, Director, Library Grants, Research and Planning

David Singleton, Deputy Director

Julie Walker, Assistant State Librarian, Information Technology

Toni Zimmerman, Director of Resource Sharing

Angela McCrary, Coordinator, Educational Training and Events

### Evaluation Activities

Public library directors, staff, and the communities they serve are the primary customers for programs funded by LSTA in Georgia. For that reason, directors of Georgia's 58 public library systems were invited in January 2007 to complete surveys measuring their perceptions of the success of Georgia's LSTA programs. A total of 33 surveys (57%) were returned. Administrators and managerial staff at GPLS, including all those involved in the LSTA-supported programs, were asked to complete the surveys as well. Eight out of 13 GPLS staff (62%) returned the completed surveys.

A comparison of the surveys showed a high level of agreement overall between the two groups. The survey results from each group may be found in Appendices A and B. Comments specific to a goal but not to an objective are in red type; comments from different surveys are separated by an asterisk(\*).

These assessments indicate that a vast majority of the objectives in the Five-Year Plan were at least partially met. As shown in the table below, of those who answered either "Met," "Partially Met," or "Not Met" (i.e., those who did not answer "Don't Know"), 80 to 85% were answered either "Met" or "Partially Met."

A particularly distressing result was that 44% of the total responses from public library systems and 49% of the total responses from GPLS staff were "Don't Know." This indicates a strong need for more information sharing, both internally and externally, about the initiatives in the LSTA plan and progress made during the five-year period of implementation. In the public library survey, on 50 of the 56 objectives (or 88%), there were more than three "don't know" responses.

## Total Responses of Each Group of Surveys

Group	# of "Met" Responses	% of those "knowing"	# of "Partially Met" Responses	% of those "knowing"	# of "Not Met" Responses	% of those "knowing"	# of "Don't Know" Responses	% of total responses
Public Library Systems	465	47%	372	38%	145	15%	772	44%
GPLS/ Project Staff	81	41%	78	39%	39	20%	192	49%

The review of LSTA activities indicates that they are still very much focused on the public library community. However in the last few years, several activities have broadened the scope of the LSTA program to include the larger library community. These included GALILEO, GOLD and Resource Sharing, and Georgia HomePLACE. With the establishment of an advisory committee that includes representation from several types of libraries, we expect this trend to continue.

Because of staff shortages and rapid change within the state library agency, many of the planned evaluation activities were not completed. When the five-year plan was written, we had hoped to offer training to help libraries develop grant proposals and to measure and report outcomes for the various programs for which they used LSTA funds. GPLS staff did attend Outcomes Based Evaluation Training at IMLS, but were never able to hold such a workshop for others.

This evaluation did not include the level of stakeholder participation originally planned, for the variety of reasons cited above. However, the preparer of this report will be much better prepared for the upcoming cycle. Achievable methods for measurement and evaluation will be designed and incorporated in the new Five-Year Plan. With at least half a position dedicated to LSTA, we will be able to better follow plans and track progress, and in many cases, measures will be compiled and evaluations conducted annually.

We had also planned to evaluate the five-year plan on an annual basis. Although we did gather information and report on our federal projects each year in the annual State Program Report, we were not able to review and evaluate the five-year plan on an annual basis. We expect to have the capability to conduct a thorough evaluation of our new five-year plan when the time comes.

There were other valuable lessons learned in conducting this evaluation. Many of them have been included in the "Lessons Learned" section of this report. These will be of great assistance in the preparation and development of a new LSTA Five-Year Plan.

## Appendix A

**Georgia Public Library Service**  
**Library Services & Technology Act (LSTA) Evaluation**  
**Survey of Public Library Systems**  
**January 2007**

Please indicate to what extent you feel GPLS has met the objectives of our LSTA Five-Year Plan for Service (2003-2007).

Goals, Objectives	Met	Partially Met	Not Met	Don't Know	Comments
<i><b>GOAL I: Initiate, improve and expand Integrated Library Systems (ILS) and their connectivity that benefit libraries' and Georgia residents' access to materials to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.</b></i>					
<i><b>GOAL I Comments</b></i>					
Increase the participation in PINES with the inclusion of three additional library systems.	<b>24</b>	<b>3</b>	<b>1</b>	<b>4</b>	*Access has been beyond expectation. Delivery of materials has fallen short. *I would like to see all GA Libraries on PINES—the gains far outweigh the negatives. *Forsyth Co. citizens paid an above average federal tax rate for zero return.
Maintain the PINES system with state-of-the-art infrastructure, software and hardware.	<b>27</b>	<b>3</b>	<b>2</b>	<b>0</b>	*The hardware at our libraries dates back to the original rollout. *Forsyth Co. citizens paid an above average federal tax rate for zero return.
<i><b>GOAL II: Initiate, improve and expand GALILEO and develop other appropriate databases including links to other agencies that will benefit libraries and Georgia residents by providing access to information to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.</b></i>					
<i><b>GOAL II Comments</b></i>					
					*Teaching the public about GALILEO is more difficult than providing the databases.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase the public's awareness of GALILEO so that when randomly surveyed 5% of Georgia residents are aware of GALILEO.	<b>10</b>	<b>9</b>	<b>1</b>	<b>12</b>	*I'm sure that patrons skip the surveys. I skip most of them unless I am asked to do specific ones. *Most of our users feel overwhelmed with the choices of databases available; we are trying to make it easier to use. *The targeted population for public libraries should be the K-12 student. *Wow! That would be an amazing feat! *Do they randomly survey 5% of state?*
Increase vendor's accountability so that accurate and timely statistics may be obtained about database usage.	<b>8</b>	<b>10</b>	<b>6</b>	<b>8</b>	*This is essential and at this time, I don't think it's met.
Increase user satisfaction levels on the annual user survey.	<b>11</b>	<b>7</b>	<b>1</b>	<b>12</b>	*Many people tell me that GALILEO is very hard to use, but I know that the search engine will be updated to be more "Google'esk" which would make patrons very happy.
Support the continued expansion of GALILEO as a database aggregator and content developer.	<b>18</b>	<b>10</b>	<b>1</b>	<b>1</b>	*Need to encourage more local digitization of historic records. *Developing meta searching is a beginning.
<b><i>GOAL III: GPLS will continue to provide, enhance and expand support and resources to foster training, education and recruitment for library personnel in all types of libraries so as to improve the quality of library services by utilizing GPLS staff, contracts, and grants.</i></b>					
<b>GOAL III Comments</b>					<b>A career track for paraprofessionals needs to be established</b>
Increase the number of Georgians completing an ALA/MLS program by 10% within five years.	<b>1</b>	<b>4</b>	<b>10</b>	<b>15</b>	*To encourage pursuit of my degree. *I have 6 enrolled in MLS programs and the system has had four receive degrees but I do not know how many other systems are as successful. Would like to see GPLS provide an Atlanta site for colleges to use for MLS classes. *And where are the jobs? With the elimination of positions around the state and concentrated in metro areas, what's the benefit to the student? *Where is the scholarship money?

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Improve information technology competencies within libraries by the development of statewide support programs to ensure that staff at each library is adequately trained to provide basic levels of service.	7	9	10	4	* And attract people to the field of librarianship. *There's more IT training available in recent years—but need is constant. *What program?
Continue to provide continuing education and staff development for personnel of all libraries in Georgia.	15	11	2	2	*What program?
Continue to create and deploy trainer development programs for library staff throughout the state.	8	14	4	3	*What program? *x
<b><i>GOAL IV: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal library-based educational programs provided to all Georgians to improve the quality of these programs, and to enhance the ability of the public to use library resources.</i></b>					
Increase the number of links between educational agencies and library web pages.	3	10	1	16	*Patrons love being able to go to GALILEO from PINES. *Not exactly sure what was meant by this goal. *No help ever offered to Forsyth County Public Library in this area.
Increase the number of public libraries with homework assistance programs.	3	2	8	16	*We are asked for this a lot but we can not afford "Tutor.com" *This has not been an interest and there has been no support/interest. *What program?
Increase the number of libraries that have trained staff who coordinate training for both the staff and the public.	5	11	5	9	*Until funding is such that libraries can hire professional libraries, this will not be met. I am quite concerned that I have staff working reference who do not have any college degree—I can not afford to hire staff with degrees. *The three type train-the-trainer programs sponsored by GPLS were off target. *What program?
Develop and/or purchase and deploy web-based training packages for both library staff and the general public.	3	5	10	12	*Never heard of these packages.
Assist libraries in the development and enhancement of satellite communication both for passive downlinks and for interactive, 2-way video conferencing.	1	4	9	17	*Not essential. *Never heard of it.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase the number of cooperative agreements between public academic and public libraries.	<b>2</b>	<b>9</b>	<b>4</b>	<b>17</b>	*GALILEO is the only cooperative that I can think of that meets this. *This should be up to the individual library. *Besides GALILEO and Digital Library of Georgia or rural health? This is more state agency to state agency then local. *And while this may sound good, why? *STRL and GA Southern University have a good relationship. *Forsyth County Public Library partnership for outreach to Hispanics was moderately successful.
<b><i>GOAL V: Initiate, improve and expand resource sharing and cooperative projects that benefit libraries and Georgia residents by providing access to information and materials in a variety of formats to fulfill their informational, educational and recreational needs in an effective and efficient manner by utilizing technology and other methods.</i></b>					
Increase the number of libraries participating in GOLD by 10% over five years.	<b>2</b>	<b>2</b>	<b>0</b>	<b>27</b>	*Is this relevant? *x
Increase the number of filled ILL requests by 10% over the next five years.	<b>4</b>	<b>3</b>	<b>0</b>	<b>24</b>	*PINES *x
Libraries utilize US MARC format records and GOLD members contribute all such records in GOLD at least annually for all their holdings.	<b>15</b>	<b>10</b>	<b>0</b>	<b>7</b>	*OCLC contract helped greatly with this goal.
Increase the number of local and regional consortia and libraries with cooperative agreements.	<b>5</b>	<b>6</b>	<b>1</b>	<b>19</b>	*Don't know what this means. *In fact, it seems that this is being discouraged. *Blackbaud. *x
Increase the number of electronic linkages between library catalogs.	<b>10</b>	<b>2</b>	<b>0</b>	<b>18</b>	*This could be expanded to make it easier to access. *x
Increase collaborative activities with museums and other cultural organizations on the state, regional and local levels to provide programs and services that explore our diverse cultural, aesthetic, and historical heritage.	<b>3</b>	<b>8</b>	<b>2</b>	<b>18</b>	*GALILEO and other database and more seamlessly from one page. *x

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase the number of materials owned by libraries or that can be accessed by libraries to meet the needs of rapidly growing populations of non-English speaking/reading residents.	<b>8</b>	<b>14</b>	<b>2</b>	<b>8</b>	*PINES has been a life saver for rapidly growing areas. *Not met on the statewide level although a couple of local systems may have collections. *I think we all think about this now, but need varies across the state . *Especially Spanish.
<b><i>GOAL VI: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs to all Georgians with disabilities, better identify these individuals, and improve services and the quality of these programs to enhance the ability of the public to use library resources.</i></b>					
<b>GOAL VI Comments</b>					<i>Wish I did know more about.</i>
Provide assistive technology for the blind and/or other persons with disabilities through a majority of the state's libraries.	<b>9</b>	<b>8</b>	<b>3</b>	<b>13</b>	
Increase the number of NLS registered readers by 20% (2,200) to 24,200 readers within five years.	<b>1</b>	<b>4</b>	<b>2</b>	<b>23</b>	*I will need to locate some statistics to answer this question. *x
Increase the number of outreach programs offered by GLASS and subregionals by 20% in five years.	<b>4</b>	<b>1</b>	<b>5</b>	<b>21</b>	*x
Increase services to eligible NLS users with non-visual disabilities.	<b>5</b>	<b>1</b>	<b>4</b>	<b>21</b>	*x
Expand staffing at GLASS by 50% within four years.	<b>4</b>	<b>0</b>	<b>1</b>	<b>26</b>	*Is this really a priority? *x
<b><i>GOAL VII: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs provided to non-literate and lower literate Georgians; better identify these individuals; improve services; enhance the quality of these programs, and the ability of the public to use library resources.</i></b>					
<b>GOAL VII Comments</b>					<i>Literacy-Mostly Family/Young Child</i>
The Vacation Reading Program will have a 20% increase in participation by 2005.	<b>4</b>	<b>10</b>	<b>2</b>	<b>16</b>	*Are these reported? *Program at Forsyth County Public Library has a moderate increase.
Twenty-five percent of the 0 – 12 population will participate in the Vacation Reading Program by 2007.	<b>2</b>	<b>9</b>	<b>2</b>	<b>18</b>	*x
Children's staff in all Georgia public libraries will have attended at least one family literacy training session by 2004.	<b>6</b>	<b>6</b>	<b>1</b>	<b>19</b>	*Travel funds limit this participation.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
By 2007, 50 public library systems will have implemented local family literacy programs.	<b>2</b>	<b>6</b>	<b>1</b>	<b>22</b>	*Again, no funds applied to make this a priority. *I am curious what "implementation" means in this statement. Whose guidelines for "family literacy program?" *x
<b><i>GOAL VIII: GPLS will continue to provide, enhance and expand support and resources to encourage programs that replace, maintain and upgrade appropriate technology equipment, software, and connectivity utilized by Georgia's libraries that need access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to improve services and the quality of these programs and the ability of the public to use library resources.</i></b>					
All 58 public library systems (100%) will have their own web page by January 2006.	<b>8</b>	<b>6</b>	<b>3</b>	<b>15</b>	*FBHCL still lacks a web page. *x
At least 29 (50%) of the public library web pages will be up-to-date and links current based upon random testing.	<b>5</b>	<b>7</b>	<b>0</b>	<b>18</b>	*x
Based on survey data from 2003, all public libraries will sustain their current level of access to electronic resources and will maintain viable equipment by the close of FY 2007.	<b>10</b>	<b>7</b>	<b>0</b>	<b>14</b>	*Although that depends on what you consider "viable." *But without the Gates Foundation.... *x
Based on 2002 e-rate applications, 85% of eligible public libraries will utilize e-rate funding and discounts by October 2004.	<b>4</b>	<b>3</b>	<b>0</b>	<b>24</b>	*x
Increase GPLS technical support staff by 25%.	<b>8</b>	<b>5</b>	<b>0</b>	<b>18</b>	*Always seems like there are lots of people, but don't know. *x
<b><i>GOAL IX: Develop and implement a planned, coordinated public relations and advocacy program including training for and about libraries to promote the use of libraries by Georgia residents to increase their awareness and use of libraries.</i></b>					
<b>GOAL IX Comments</b>					<b><i>Great job by PR</i></b>
Increase the number of newspaper articles about public libraries by 20%.	<b>7</b>	<b>8</b>	<b>0</b>	<b>17</b>	*Need to know baselines to be able to answer % questions. *All KRL libraries have a min. of one article per month. *Specify positive articles!
Increase the number of press releases issued by GPLS by 100%.	<b>13</b>	<b>4</b>	<b>1</b>	<b>13</b>	*That is too easy. *x
Increase the number of cable, television and radio stations that air the Vacation Reading Program Public Service Announcement by 10%.	<b>9</b>	<b>5</b>	<b>2</b>	<b>16</b>	

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase the distribution of public library newsletter, print and electronic, distributed by GPLS by 100%.	<b>24</b>	<b>4</b>	<b>0</b>	<b>4</b>	
Increase the number of advocacy programs conducted by local libraries by 25%.	<b>5</b>	<b>4</b>	<b>1</b>	<b>22</b>	*I am curious about what this might be. FOLs?
<b><i>GOAL X: GPLS will continue to provide, enhance and expand support and resources to foster Georgia library programs to continue existing and to develop new partnerships that foster and promote the delivery of quality library programs and services and to improve services to Georgians.</i></b>					
At least 25% (15) public library systems will develop and maintain ongoing partnerships with local businesses or organizations to improve library services.	<b>2</b>	<b>6</b>	<b>3</b>	<b>21</b>	*What did we have in mind?
Identify and initiate dialogues with potential partnering agencies and businesses.	<b>2</b>	<b>9</b>	<b>3</b>	<b>18</b>	*VRP- Hawks/Thrashers programs.
<b><i>GOAL XI: GPLS will continue to provide, enhance and expand support and resources to foster programs in planning, evaluation and statistical methodologies for the Georgia library community so that they can better plan, evaluate and measure library programs and activities to improve library service to Georgians.</i></b>					
All public library systems will be provided tools to assist them in planning, evaluation and the use of statistics, such as Bibliostat Connect.	<b>21</b>	<b>6</b>	<b>1</b>	<b>3</b>	*Though it needs refinement...
Identify, purchase or develop resources that support libraries' ability to plan, evaluate and measure their programs and activities.	<b>9</b>	<b>10</b>	<b>2</b>	<b>9</b>	*We THINK about it but don't ever get around to it. .. How about tying this document into local use and application? *Forsyth County Public Library purchased own resources.
<b><i>GOAL XII: GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's rapidly growing and diverse population that needs access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to better identify these individuals and to improve services and the quality of these programs and the ability of the public to use library resources.</i></b>					
Assist libraries in the development and/or expansion of materials in languages other than English and formats to better meet the needs of the diverse populations in Georgia.	<b>8</b>	<b>9</b>	<b>4</b>	<b>11</b>	*All of the objectives that say "assist" or "investigate" or "increase" but have no numerical values attached are impossible to assess.
Investigate and identify needed resources and training to plan for future services to young adults.	<b>11</b>	<b>16</b>	<b>1</b>	<b>4</b>	*Teen Conferences.
Investigate and identify needed resources and training to plan for future services for children, intergenerational and elderly populations.	<b>10</b>	<b>10</b>	<b>4</b>	<b>8</b>	*The future for children might be met but don't know about the other 2. *Needed!

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Investigate and identify needed resources and training to plan for future services to persons with limited library access because of their geographic location or economic condition.	<b>7</b>	<b>3</b>	<b>7</b>	<b>15</b>	*Electronic access, PINES holds have. *Outreach such as bookmobile service is too expensive to operate—not likely to be resurrected.
<b><i>GOAL XIII: GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's libraries so that they can better meet Georgians needs access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to improve services and the quality programs and the ability of the public to use library resources.</i></b>					
Define basic library services and develop minimum standards for public library programs and services so that customers may have a common level of expectation.	<b>19</b>	<b>9</b>	<b>3</b>	<b>1</b>	*Define-Yes. Implement-No.
Encourage universal borrowing between publicly operated libraries in Georgia.	<b>23</b>	<b>7</b>	<b>1</b>	<b>2</b>	*Good luck with Cobb County... *Encourage isn't a very strong word.
A majority of libraries will provide digitized information resources for public use on-site or via the Internet.	<b>17</b>	<b>6</b>	<b>2</b>	<b>8</b>	
Increase per capita circulation in Georgia public libraries 15% by June 2005.	<b>7</b>	<b>6</b>	<b>1</b>	<b>19</b>	*15% is pretty high. *Per capita—hmm....
<b><i>GOAL XIV: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal library programs that support economic and workforce development and to improve services and the quality of supportive library programs and the ability of the public to use library resources.</i></b>					
Support and expand collaborative relationships with employers and economic development organizations.	<b>1</b>	<b>8</b>	<b>2</b>	<b>22</b>	*In my library-- at least
Support and expand collaborative relationships with workplace training providers.	<b>5</b>	<b>3</b>	<b>3</b>	<b>22</b>	*In my library-- at least. *A priority?

Goals, Objectives	Met	Partially Met	Not Met	Don't Know	Comments
<p><b>Additional Comments:</b></p> <p>*LSTA is the single most vital program for library accessibility for all. The mainstream is easy to serve. Extra effort is required to serve those outside of the mainstream, and LSTA makes that effort possible. Thank you. Keep the program going for rurally isolated/economically disadvantaged and underserved individuals throughout Georgia and U.S. *I am uncomfortable with many of my answers---mostly because I feel that I should know and don't. *I really don't know enough about any of these objectives to answer accurately. While I know that improvements have been made in some areas, I don't know the actual statistics. For example, 5%, 50%, etc. I don't have historical knowledge and don't know what surveys or measurements have been used by GPLS to determine whether or not an objective has been met. *This library director has been on the job for three weeks, so it is difficult to ascertain much of what is being asked here. *Lyn: Maybe I've missed a whole lot, but I don't know if the state has achieved a lot of these goals and objectives. Maybe we could use a few hours in a Director's Meeting to go over these and update us on progress. If I'm the only one who has a question about many of these objectives, it isn't appropriate for the Directors' Meeting. If you have any questions on my responses, feel free to call me.*LSTA funding is essential for the continued improvement of library services in Georgia. This is especially important for technology and children's services. *I marked don't know for some categories because I was too lazy to look up the information. I figure GPLS could do that. Some I marked don't know that appear DTAE oriented but might be good activity for GPLS to be a part of. *Perhaps the economic downturns of recent years had an impact on the ability to fund some of these programs, but I see LSTA money going into things that aren't really relevant to these programs. It's kind of insulting as an example to suggest that it's a priority to have more people grad from a master's program and then not grow new jobs, but rather reduce them. Goal XIV talking about economic development—there is probably some of this happening around the state, but not because of interest from GPLS. And often, the info isn't shared if it is. I think you could probably say that about a lot of other goals. Yes they are happening locally, but not because of GPLS support but because local staff think it's a priority in their local community. The goals say that GPLS will enhance, expand and/or develop various things and I don't think that's been there over the past few years. I don't like the competitive grants, but the way you are distributing money isn't good either.</p>					

## Appendix B

**Georgia Public Library Service (GPLS)  
Library Services & Technology Act (LSTA) Evaluation  
Survey of GPLS / Project Staff  
January 2007**

Please indicate to what extent you feel GPLS has met the objectives of our LSTA Five-Year Plan for Service (2003-2007).

Goals, Objectives	Met	Partially Met	Not Met	Don't Know	Comments
<b><i>GOAL I: Initiate, improve and expand Integrated Library Systems (ILS) and their connectivity that benefit libraries' and Georgia residents' access to materials to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.</i></b>					
Increase the participation in PINES with the inclusion of three additional library systems.	5	1	0	1	*Conyers, Piedmont, and SGRL have been added successfully. Thomas Co. will be added this month.
Maintain the PINES system with state-of-the-art infrastructure, software and hardware.	6	1	0	0	*PINES developed an open source ILS and migrated to that system in September 2006.
<b><i>GOAL II: Initiate, improve and expand GALILEO and develop other appropriate databases including links to other agencies that will benefit libraries and Georgia residents by providing access to information to fulfill their informational, educational and recreational needs in an effective and efficient manner utilizing technology and other methods.</i></b>					
Increase the public's awareness of GALILEO so that when randomly surveyed 5% of Georgia residents are aware of GALILEO.	0	1	1	5	*To my knowledge, there has been no random survey of Georgia residents to determine this.
Increase vendor's accountability so that accurate and timely statistics may be obtained about database usage.	0	0	2	5	*GALILEO has tried to work with vendors on better statistics, but has little leverage there. The new interface will help because it has statistical capability built in. LSTA funds help pay for the QuickSearch (available now) and the new interface, available in Spring 2007.
Increase user satisfaction levels on the annual user survey.	0	2	2	3	*Average scores on the user survey for "I find it easy to use GALILEO" have risen from 3.18 out of 4 to 3.26 out of 4.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Support the continued expansion of GALILEO as a database aggregator and content developer.	<b>4</b>	<b>2</b>	<b>0</b>	<b>2</b>	*The new QuickSearch and the new interfaces (customized for each community) have come a long way toward making GALILEO easier to use. Also, additional content has been developed through Georgia Library HomePLACE and the Digital Library of Georgia. *Georgia HomePlace supported substantial expansion of online historical collections in GALILEO's Digital Library of Georgia (DLG) through eleven collaborative digitization projects with individual public libraries across the state as well as two extensive digitization projects of statewide scope. HomePlace also helped improve DLG's digitization infrastructure which is critical to the digital conversion and online presentation of these important historical primary source materials. As a result, HomePlace and DLG developed a successful digitization model that combines centralized technical digitization expertise with distributed historical content expertise.
<b><i>GOAL III: GPLS will continue to provide, enhance and expand support and resources to foster training, education and recruitment for library personnel in all types of libraries so as to improve the quality of library services by utilizing GPLS staff, contracts, and grants.</i></b>					
Increase the number of Georgians completing an ALA/MLS program by 10% within five years.	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	
Improve information technology competencies within libraries by the development of statewide support programs to ensure that staff at each library is adequately trained to provide basic levels of service.	<b>0</b>	<b>3</b>	<b>4</b>	<b>0</b>	*This is something we desperately need.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Continue to provide continuing education and staff development for personnel of all libraries in Georgia.	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	*CSAC has been expanded, the Teen Conference was added in 2005, and PINES training is ongoing. The PINES Annual Conference was established in 2005 as a way of providing concentrated continuing education to PINES library staff.
Continue to create and deploy trainer development programs for library staff throughout the state.	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	*Additional train-the-trainer intensive training has been held on Sapelo Island, in conjunction with the Bill and Melinda Gates Foundation Training Grant.
<b><i>GOAL IV: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal library-based educational programs provided to all Georgians to improve the quality of these programs, and to enhance the ability of the public to use library resources.</i></b>					
Increase the number of links between educational agencies and library web pages.	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	
Increase the number of public libraries with homework assistance programs.	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>	*Gwinnett, Roddenbery, and other systems have acquired tutor.com, an online tutoring system for students.
Increase the number of libraries that have trained staff who coordinate training for both the staff and the public.	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>	
Develop and/or purchase and deploy web-based training packages for both library staff and the general public.	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	*We use web-based training for GOLD training on OCLC products and services, for library staff. We have used tutorials for the public for PINES, but have not developed online training for Evergreen.*I know this has been discussed, but as far as I know, it has not been deployed.
Assist libraries in the development and enhancement of satellite communication both for passive downlinks and for interactive, 2-way video teleconferencing.	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	*The technology became outdated, with the increase in telecommunications bandwidth. We have continued to expand bandwidth to public libraries, with all service outlets, branches, and HQ facilities with at least a T-1 line.*Huh? Quill pens and vellum. * I know this has been discussed, but as far as I know, it has not been deployed.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase the number of cooperative agreements between public academic and public libraries.	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	*We have held two joint meetings of public library directors and USG library directors, discussing possible cooperative projects.
<b><i>GOAL V: Initiate, improve and expand resource sharing and cooperative projects that benefit libraries and Georgia residents by providing access to information and materials in a variety of formats to fulfill their informational, educational and recreational needs in an effective and efficient manner by utilizing technology and other methods.</i></b>					
Increase the number of libraries participating in GOLD by 10% over five years.	<b>1</b>	<b>1</b>	<b>0</b>	<b>5</b>	*We have increased the number of participating libraries in GOLD.
Increase the number of filled ILL requests by 10% over the next five years.	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	*PINES has increased interlibrary lending exponentially since 2002. Traditional ILL is also up as well.
Libraries utilize US MARC format records and GOLD members contribute all such records in GOLD at least annually for all their holdings.	<b>2</b>	<b>1</b>	<b>0</b>	<b>4</b>	
Increase the number of local and regional consortia and libraries with cooperative agreements.	<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>	
Increase the number of electronic linkages between library catalogs.	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	
Increase collaborative activities with museums and other cultural organizations on the state, regional and local levels to provide programs and services that explore our diverse cultural, aesthetic, and historical heritage.	<b>2</b>	<b>0</b>	<b>0</b>	<b>6</b>	*In supporting digitization of local history materials in public libraries, HomePlace projects actively encouraged collaboration with local archives, historical societies, and allied cultural organizations. With regard to projects of statewide scope, the Vanishing Georgia project involved extensive collaboration with the Georgia Archives. The resulting online content at DLG reflects a variety of historical themes, diverse cultural/ethnic aspects, and geographical and temporal diversity.
Increase the number of materials owned by libraries or that can be accessed by libraries to meet the needs of rapidly growing populations of non-English speaking/reading residents.	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
<b><i>GOAL VI: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs to all Georgians with disabilities, better identify these individuals, and improve services and the quality of these programs to enhance the ability of the public to use library resources.</i></b>					
Provide assistive technology for the blind and/or other persons with disabilities through a majority of the state's libraries.	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	*Network version of JAWS now available to all public libraries.
Increase the number of NLS registered readers by 20% (2,200) to 24,200 readers within five years.	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	
Increase the number of outreach programs offered by GLASS and subregionals by 20% in five years.	<b>0</b>	<b>3</b>	<b>0</b>	<b>4</b>	
Increase services to eligible NLS users with non-visual disabilities.	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	
Expand staffing at GLASS by 50% within four years.	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	*We have converted all "temporary" positions to full-time and part-time, with only one current vacancy.
<b><i>GOAL VII: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal programs provided to non-literate and lower literate Georgians; better identify these individuals; improve services; enhance the quality of these programs, and the ability of the public to use library resources.</i></b>					
The Vacation Reading Program will have a 20% increase in participation by 2005.	<b>2</b>	<b>1</b>	<b>0</b>	<b>3</b>	
Twenty-five percent of the 0 – 12 population will participate in the Vacation Reading Program by 2007.	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>	
Children's staff in all Georgia public libraries will have attended at least one family literacy training session by 2004.	<b>1</b>	<b>2</b>	<b>0</b>	<b>3</b>	
By 2007, 50 public library systems will have implemented local family literacy programs.	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	*All systems will have the option of recording literacy activities for VRP 2007.
<b><i>GOAL VIII: GPLS will continue to provide, enhance and expand support and resources to encourage programs that replace, maintain and upgrade appropriate technology equipment, software, and connectivity utilized by Georgia's libraries that need access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to improve services and the quality of these programs and the ability of the public to use library resources.</i></b>					
All 58 public library systems (100%) will have their own web page by January 2006.	<b>0</b>	<b>3</b>	<b>3</b>	<b>1</b>	*Brooks County does not have a web page. We are hosting about 1/3 of the websites for library systems.

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
At least 29 (50%) of the public library web pages will be up-to-date and links current based upon random testing.	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	
Based on survey data from 2003, all public libraries will sustain their current level of access to electronic resources and will maintain viable equipment by the close of FY 2007.	<b>3</b>	<b>2</b>	<b>0</b>	<b>2</b>	
Based on 2002 e-rate applications, 85% of eligible public libraries will utilize e-rate funding and discounts by October 2004.	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	
Increase GPLS technical support staff by 25%.	<b>1</b>	<b>3</b>	<b>2</b>	<b>1</b>	
<b><i>GOAL IX: Develop and implement a planned, coordinated public relations and advocacy program including training for and about libraries to promote the use of libraries by Georgia residents to increase their awareness and use of libraries.</i></b>					
Increase the number of newspaper articles about public libraries by 20%.	<b>2</b>	<b>0</b>	<b>0</b>	<b>4</b>	
Increase the number of press releases issued by GPLS by 100%.	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	
Increase the number of cable, television and radio stations that air the Vacation Reading Program Public Service Announcement by 10%.	<b>2</b>	<b>0</b>	<b>0</b>	<b>5</b>	
Increase the distribution of public library newsletter, print and electronic, distributed by GPLS by 100%.	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	
Increase the number of advocacy programs conducted by local libraries by 25%.	<b>1</b>	<b>1</b>	<b>0</b>	<b>5</b>	
<b><i>GOAL X: GPLS will continue to provide, enhance and expand support and resources to foster Georgia library programs to continue existing and to develop new partnerships that foster and promote the delivery of quality library programs and services and to improve services to Georgians.</i></b>					
At least 25% (15) public library systems will develop and maintain ongoing partnerships with local businesses or organizations to improve library services.	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>	
Identify and initiate dialogues with potential partnering agencies and businesses.	<b>1</b>	<b>0</b>	<b>2</b>	<b>4</b>	
<b><i>GOAL XI: GPLS will continue to provide, enhance and expand support and resources to foster programs in planning, evaluation and statistical methodologies for the Georgia library community so that they can better plan, evaluate and measure library programs and activities to improve library service to Georgians.</i></b>					

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
All public library systems will be provided tools to assist them in planning, evaluation and the use of statistics, such as Bibliostat Connect.	<b>4</b>	<b>0</b>	<b>0</b>	<b>3</b>	
Identify, purchase or develop resources that support libraries' ability to plan, evaluate and measure their programs and activities.	<b>2</b>	<b>1</b>	<b>0</b>	<b>4</b>	
<b><i>GOAL XII: GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's rapidly growing and diverse population that needs access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to better identify these individuals and to improve services and the quality of these programs and the ability of the public to use library resources.</i></b>					
Assist libraries in the development and/or expansion of materials in languages other than English and formats to better meet the needs of the diverse populations in Georgia.	<b>3</b>	<b>1</b>	<b>0</b>	<b>3</b>	
Investigate and identify needed resources and training to plan for future services to young adults.	<b>2</b>	<b>3</b>	<b>0</b>	<b>3</b>	*Teen Conference (now annual) began in 2005.
Investigate and identify needed resources and training to plan for future services for children, intergenerational and elderly populations.	<b>1</b>	<b>2</b>	<b>0</b>	<b>4</b>	
Investigate and identify needed resources and training to plan for future services to persons with limited library access because of their geographic location or economic condition.	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>	
<b><i>GOAL XIII: GPLS will continue to provide, enhance and expand support and resources to foster programs provided Georgia's libraries so that they can better meet Georgians needs access to information, educational materials, and recreational resources in a variety of formats for all ages without regard to where they live and to improve services and the quality programs and the ability of the public to use library resources.</i></b>					
Define basic library services and develop minimum standards for public library programs and services so that customers may have a common level of expectation.	<b>0</b>	<b>3</b>	<b>0</b>	<b>3</b>	
Encourage universal borrowing between publicly operated libraries in Georgia.	<b>4</b>	<b>2</b>	<b>0</b>	<b>1</b>	*I think it's been encouraged.
A majority of libraries will provide digitized information resources for public use on-site or via the Internet.	<b>2</b>	<b>3</b>	<b>0</b>	<b>2</b>	

<b>Goals, Objectives</b>	<b>Met</b>	<b>Partially Met</b>	<b>Not Met</b>	<b>Don't Know</b>	<b>Comments</b>
Increase per capita circulation in Georgia public libraries 15% by June 2005.	<b>0</b>	<b>2</b>	<b>1</b>	<b>4</b>	
<b><i>GOAL XIV: GPLS will continue to provide, enhance and expand support and resources to foster formal and informal library programs that support economic and workforce development and to improve services and the quality of supportive library programs and the ability of the public to use library resources.</i></b>					
Support and expand collaborative relationships with employers and economic development organizations.	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>	
Support and expand collaborative relationships with workplace training providers.	<b>0</b>	<b>1</b>	<b>1</b>	<b>5</b>	
<b>Additional Comments:</b>					
*From within, it has been very obvious that GPLS has used LSTA funding to fill gaps, special projects and to meet last minute spending desires without much planning, thought or attention to what it should have been used to support.					