



LIBRARY SERVICES AND TECHNOLOGY ACT 2023-2027 FIVE-YEAR PLAN

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Submitted to the Institute of Museum and Library Services by:

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Introduction

The Nevada State Library, Archives and Public Records division (NSLAPR), within the Department of Administration (DOA), is responsible for the State Library and the statewide program of development and coordination of library and informational services. Specifically, the division's mission as it pertains to libraries and as applicable to this State Plan is defined by statute and policy to:

1) maintain a comprehensive collection and reference service to meet the reference needs of public officers, departments or agencies of the state, and other libraries and related agencies (NRS 378.080); 2) to develop and coordinate a state program of library and informational services (NRS 378.081); 3) to develop standards and a statewide master plan for public libraries (NRS 378.083); and 4) to administer programs to provide grants to Nevada libraries (NRS 378.087). The division provides technical assistance to local governing bodies, librarians, library boards and state-controlled institutions through consulting services on all aspects of library and information services, technology, construction, and continuing education (SAM 2000).

Nevada is a state with wide-ranging diversity and meeting the needs of all Nevada's diverse libraries is a goal at the forefront of NSLAPR's planning and activities. NSLAPR's hope for this plan is to meet libraries where they are and provide multiple avenues of support. Whether a library is in a place where they need to pause and focus on foundational cracks, or a place where they're ready to dive into big innovative projects—or some point in between, NSLAPR's aim is for each library to see a place for themselves within this plan.

Included in these efforts are 21 public library systems, 17 public school districts with varying degrees of associated libraries, 9 colleges and universities with associated libraries, 15 special libraries, and tribal libraries throughout the state. These libraries are located across 110,577 square miles and, as of July 2021, serve an estimated state population of 3,143,991 individuals.

In terms of square miles, Nevada is the 7th largest state; however, Nevada is the 9th least densely populated of the U.S. states. The majority of Nevada's population are concentrated in a few urban centers, with the rest of the population spread across the state in rural areas. Considerations such as culture, demographics, major employers, education, infrastructure, workforce needs, and funding vary widely across the state. The state's population has grown by 15% between the 2010 and 2020 census, but this growth is distributed unevenly throughout the state and with various factors influencing growth. Given this context, NSLAPR recognizes a narrow one-size-fits-all approach to Nevada libraries is neither an appropriate nor an effective method of support.

In addition, the impact of the pandemic cannot be ignored. With many Nevada libraries and library communities still operating in recovery mode from the Great Recession over a decade earlier, the COVID-19 pandemic quickly became a fiscal, capacity, and personnel concern for libraries across Nevada. Agencies saw budget reductions as high as 30% as tax revenue fell across the state. Another recession is on the horizon, and with the anticipated negative impacts to state tax revenue from tourism and gaming, many libraries and the communities they serve are not predicted to see immediate relief.

Nevada's LSTA State Plan for the 2023-2027 period is written with consideration of these challenges. The aim of the new plan is to provide structure toward achieving overarching goals while also providing libraries with the flexibility needed to execute activities within the context of their communities, budgets, and abilities. It is through striking this balance that NSLAPR strives to meet the needs of Nevada libraries and their communities while implementing a 5-year plan that is consistent with the stated purposes of the Library Services and Technology Act and with the priorities of the Grants to States program.

Needs Assessment

While the above context suggests needs, NSLAPR has taken steps to gain a greater understanding of specific pain points and opportunities. Continuous assessments were conducted by NSLAPR staff throughout the 2018-2022 cycle in the form of interviews, focus groups, and surveys. These methods were also applied by an independent contractor during the preparation for the LSTA 2018-2022 evaluation. Library patron feedback was included through needs assessments, project outcomes data, library statistics, and related information provided to NSLAPR. Included in these activities were all major stakeholders, such as library patrons, library staff, NSLAPR's advisory council, representatives of the Nevada Library Cooperative, LSTA subaward recipients, and others. Quantitative and qualitative data were collected and analyzed.

Six distinct but inter-connected areas of need emerged from this analysis:

N1- Flexibility: The diversity of communities, budgets, and capabilities means that libraries struggle to participate in statewide projects or initiatives that have specific activities and narrow areas of focus. What is needed in one library and its community is not necessarily needed, wanted, or valued in another. Some libraries can participate with cost reimbursement structures, whereas others are only able to participate with advance payments. Feasibility is another area of diversity; some libraries can only engage in small scale or foundational projects, whereas other libraries are equipped to engage in large scale or innovative projects. To include and support all libraries, a mechanism in which each library can select and tailor projects and activities to meet their individual community and library situation is needed, as well as a combination of advance payment and cost reimbursement opportunities.

N2- Planning and Assessment: Tight budgets, reduced staff, gaps in planning/assessment skills, and the perceived pressure to leap into action results in insufficient planning and assessment activities. Problems are identified in broad terms, but specific causes are often not understood before solutions are implemented. Alternatively, problems are recognized, but it is unclear how to address them, as is the case with observed changes in community demographics and interests and decreases in use of some library services. Additionally, the full impact of the pandemic is not yet understood. Reduced staffing levels result in little time to create detailed project plans. There is a sentiment of a "seat of the pants" approach to project planning and a "quick, onto the next thing" pressure when wrapping up projects. Activities are often assessed anecdotally, and lessons learned or return on investment analyses are not often captured. Strategic plans are highly valued and successful when implemented, but also time consuming and

difficult to develop. Encouraging resource allocations to planning and assessment activities is needed, in conjunction with methods to support these activities in practice.

N3- Training and Development: Staff turnover, difficulty hiring qualified personnel, and the resultant stagnation, loss of institutional knowledge, and instability contribute to sustainability and capacity challenges. Applicant pools often demonstrate gaps in knowledge and skills that are crucial to library operations, but also possible to learn after hire. Development and promotion are sought by employees, particularly when budgets, and therefore salaries and raises, are limited, and a lack of such opportunities contributes to retention challenges. Similarly, a lack of awareness of trends and developments, and of the skills needed to meet such changes, results in stagnation in programming and services. An emphasis on developing personnel is needed, in conjunction with mechanisms to support these activities in practice.

N4- Capacity and Sustainability: Lean budgets, insufficient staffing, turnover, and operational areas/technology at end-of-life status contribute to capacity and sustainability challenges. The Great Recession resulted in widespread budget and staffing reductions, many of which have not been restored to pre-Great Recession levels. The past two years have seen additional budget and staffing reductions. Sentiments such as a “scarcity mindset” and “running on fumes” are not uncommon. Inconsistencies and reductions in budgets and personnel have also resulted in a phenomenon of start-and-stop programs and a sense of uncertainty around the continuance of existing programs and resources that impacts planning and project activities. Technologies, foundational activities, and services are often stagnant and in need of refurbishment. An emphasis on prioritizing foundational projects is needed, in conjunction with mechanisms to support these activities in practice. Activities to streamline programs to accommodate and maximize current funding and staffing levels is also needed, in conjunction with mechanisms to support these activities in practice.

N5- Access and Sharing: Capacity and sustainability concerns have led to a recognition for and desire to share resources and knowledge. Personnel skilled and knowledgeable in specific subjects are present in the state, but typically isolated to a few library systems. Likewise, materials are often available in the state, but present in a handful of libraries only. Libraries often do not have the capacity to engage in research and development to translate ideas into robust program plans but do have the capacity to implement pre-defined programs. Collaboration, however, is challenging. Attempts to collaborate often result in a high commitment of time and effort and are often not viewed as a sustainable or priority activity. Mechanisms to facilitate sharing materials (such as books) and resources such as “plug and play” programs and projects, lessons learned, and related research, development, and best practices are needed, as well as coordination of sharing activities.

N6- Services and Resources: Access to library materials is crucial for recreational pleasure, lifelong learning, and civic engagement. There is widespread recognition that statewide children’s literacy programs, databases, e-books, and other digital resources are highly desired across the state. There is additional recognition that libraries need to adjust their collections, programs, and services to continue to meet the evolving needs of the

communities they serve. Literacy, demographics shifts, workforce shifts, new technologies, underserved populations, and new community interests are among the identified areas of need. Mechanisms to support projects for new programs, resources, and services are needed and a continuation of existing resource support is desired.

2023-2027 Goals

Goal Name	Goal Description	Need Alignment
Goal 1: Planning and Assessment	Strengthen Nevada libraries' ability to identify and respond to community needs through planning and assessment.	N1- Flexibility N2- Planning and Assessment
Goal 2: Capacity, Training, and Sustainability	Build capacity of libraries to ensure robust and sustainable operations.	N1- Flexibility N3- Training and Development N4- Capacity and Sustainability
Goal 3: Partnerships and Sharing	Encourage Nevada libraries to develop and use partnerships and collaboration with other libraries to maximize user access to resources and services throughout the state.	N1- Flexibility N4- Capacity and Sustainability N5- Access and Sharing
Goal 4: Services and Resources	Nevada libraries will provide mission-focused and accessible resources and environments.	N1- Flexibility N6- Services and Resources

Criteria for Prioritization:

The goals were prioritized based on the following criteria,

- Has statewide impact
- Responds to stakeholder input
- Strategic order of operations

It must be noted that there will not necessarily be blanket prioritization of projects aligned with, for example, Goal 1 over projects aligned with, for example, Goal 4. If, for example, projects in Goal 4 demonstrate robust planning, assessment, capacity, sustainability, and, if applicable, sharing, then those factors will be considered when evaluating project viability and funding.

2023-2027 Projects

Projects Aligned to Goal 1: Planning and Assessment

Strengthen Nevada libraries' ability to identify and respond to community needs through planning and assessment.

Project 1: Library Data Capture

- Audience may include but is not limited to: Library staff, library boards.
- Purpose: To provide software and related services for facilitating the capture of library data.
- Activities may include but are not limited to: Procure library data software such as wi-fi counting and survey software; assist libraries in the set up and use of software; provide on-going guidance, technical assistance, and vendor liaison support; provide statewide coordination; compile and publish relevant statistics; tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, procured software, vendor services, travel.
- Timeline: Activities conducted regularly throughout the 5-year plan period, annual assessments.
- Outcomes: Library staff will have access to relevant data that can be applied to make informed decisions on library activities and expenditures and articulate the effectiveness of library services.

Project 2: Planning & Assessment Resource Collection

- Audience may include but is not limited to: Library staff.
- Purpose: To develop a collection of resources to include items such as templates, best practice guides, and related materials to assist libraries in planning and assessment activities.
- Activities may include but are not limited to: Develop materials, procure materials, crowdsource existing materials from libraries and partners, develop a repository for resources, notify libraries of methods to access materials, tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, procured resources, repository, travel.
- Timeline: Activities conducted regularly throughout the 5-year plan period with annual assessments.
- Outcomes: Access to materials will support library staff in developing effective strategic plans, programs/projects, informative needs assessments, and accurate analysis of library data.

Project 3: Planning & Assessment Grants

- Audience may include but is not limited to: Library staff.
- Purpose: To subaward LSTA funds to libraries for planning and assessment activities such as strategic planning, needs assessments, and program/project development and assessments.
- Activities may include but are not limited to: Develop subaward program criteria, documents, application processes, and management processes; award grants; monitor grantees; annual closeout activities; assessment of grant program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, grant management software, subaward-funded planning and assessment activities.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.

- Outcomes: Libraries will be equipped to direct resources and engage in programs and activities that are well-designed, achievable, strategic, and meet the needs of the communities they serve.

Projects Aligned to Goal 2: Capacity, Training, and Sustainability

Build capacity of libraries to ensure robust and sustainable operations.

Project 1: Continuing Education (CE) Statewide Resources

- Audience may include but is not limited to: Library staff and library boards.
- Purpose: To provide access to training resources.
- Activities may include but are not limited to: Procure library training, through avenues such as subscriptions, resources (i.e. Library Juice), and workshops; assist libraries in the set up and use of subscriptions; provide on-going guidance, technical assistance, and vendor liaison support; provide statewide coordination; compile and publish relevant statistics; tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, travel, subscription services.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Library staff will be retained and equipped with and able to apply in their libraries, knowledge of best practices, current and emerging trends, and related information to improve and evolve library services.

Project 2: Continuing Education (CE) Grants

- Audience may include but is not limited to: Library staff.
- Purpose: To subaward LSTA funds to libraries for staff to attend continuing education opportunities such as workshops and conferences.
- Activities may include but are not limited to: Develop subaward program criteria, documents, application processes, and management processes; award grants; monitor grantees; annual closeout activities; assessment of grant program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, grant management software, travel, subaward-funded continuing education activities.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Library staff will be retained, equipped with, and able to apply in their libraries, knowledge of best practices, current and emerging trends, and related information to improve and evolve library services.

Project 3: Capacity and Sustainability Grants

- Audience may include, but is not limited to: Library staff, library patrons, library boards.
- Purpose: To subaward LSTA funds to libraries for capacity building and sustainability activities, such as implementation of RFID technology or self-checkout stations.
- Activities may include but are not limited to: Develop subaward program criteria, documents, application processes, and management processes; award grants;

monitor grantees; annual closeout activities; assessment of grant program activities and outputs.

- Funding allocations may include but are not limited to: Staff salary and benefits, grant management software, subaward-funded capacity building and sustainability activities.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Library patrons will benefit from improved and/or additional services as automation, streamlining, and more efficient solutions are implemented, reducing the amount of time library staff spend on routine duties and freeing up time to focus energies on library growth activities. Patrons will have access to consistently offered library services and programs.

Projects Aligned to Goal 3: Partnerships and Sharing

Encourage Nevada libraries to develop and use partnerships and collaboration with other libraries to maximize user access to resources and services throughout the state.

Project 1: Inter-library Loan Support

- Audience may include but is not limited to: Library patrons.
- Purpose: To provide postage reimbursement to libraries for inter-library loaning of materials.
- Activities may include but are not limited to: Management and coordination activities such as communicating program requirements, processing requests, coordinating disbursements, and tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, reimbursements for inter-library loan postage.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Library patrons will benefit from access to a wider range of materials than their home library may provide. Patrons may experience increased services as sharing materials allows libraries to allocate funds to unique items and services rather than purchasing duplicative items.

Project 2: Programs and Projects Resource Collection

- Audience may include but is not limited to: Library staff, library patrons.
- Purpose: To develop a collection of resources to include items such as "plug and play" programs and projects, templates, best practice guides, lessons learned, and related materials to assist libraries in implementing new programs and projects.
- Activities may include but are not limited to: Develop materials, procure materials, crowdsource existing materials from libraries and partners, develop a repository for resources, notify libraries of methods to access materials, tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, procured resources, repository, travel.
- Timeline: Activities conducted regularly throughout the 5-year plan period, annual assessments.

- Outcomes: Access to materials will allow library staff to quickly and easily implement new and proven programs and projects without needing to devote considerable time and resources to development or “reinventing the wheel” activities. Patrons may benefit from engaging in new programs and receiving the outputs of new projects. Patrons may also benefit from increased services as library staff are able to reduce time spent on laborious program and project development and reallocate this time to other services.

Project 3: Network Development

- Audience may include but is not limited to: Library staff.
- Purpose: To provide library staff with a network of mentors and “go to” people for advice, technical guidance, best practices, and lessons learned on shared situations and experiences.
- Activities may include but are not limited to: Survey library staff, compile and update contact lists, notify libraries of methods to access list and staff, coordinate and facilitate connections, tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, travel.
- Timeline: Activities conducted regularly throughout the 5-year plan period, annual assessments.
- Outcomes: Access to library staff with situational- and subject-specific knowledge, experience, and lessons learned will allow library staff to quickly, effectively, and confidently respond to situations, develop and manage programs and projects, and troubleshoot problems without needing to devote considerable time and resources to development, repeated mistakes, or “reinventing the wheel” activities.

Project 4: Partnerships and Sharing Grants

- Audience may include but is not limited to: Library staff, library patrons, library boards.
- Purpose: To subaward LSTA funds to libraries for partnerships and sharing activities, such as projects that benefit both libraries and where partnership increases efficiencies or where short-staffed libraries or libraries lacking personnel with specialized skill/knowledge sets partner with fully staffed libraries or libraries with specialized staff to complete project or program work.
- Activities may include but are not limited to: Develop subaward program criteria, documents, application processes, and management processes; award grants; monitor grantees; annual closeout activities; assessment of grant program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, grant management software, subaward-funded partnership and sharing activities.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments
- Outcomes: Library patrons may benefit from improved and/or additional services as partnership activities allow for projects and programs that a single library could not complete independently. Library staff may benefit in gained knowledge and skill development from participating in project and program work previously inaccessible to them.

Projects Aligned to Goal 4: Services and Resources

Nevada libraries will provide mission-focused and accessible resources and environments.

Project 1: Rural Bookmobiles

- Audience may include but is not limited to: Library patrons.
- Purpose: To increase access to library resources in rural communities.
- Activities may include but are not limited to: Management and coordination activities such as communicating program requirements, processing paperwork, coordinating disbursements, and tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, reimbursements.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Increased equity in access to library materials. Library patrons will benefit from increased access to materials.

Project 2: Databases

- Audience may include but is not limited to: Library patrons.
- Purpose: To provide access to database resources and collections that would otherwise be cost-prohibitive to libraries in the state.
- Activities may include but are not limited to: Procure library database subscriptions; assist libraries in the set up and use of databases; provide on-going guidance, technical assistance, and vendor liaison support; provide statewide coordination; compile and publish relevant statistics; tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, database purchases, vendor support, travel.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments
- Outcomes: Library patrons will benefit from increased access to authoritative, credible, and educational resources.

Project 3: Literacy Statewide Programs

- Audience may include, but is not limited to: Library patrons, library staff.
- Purpose: To provide coordination and program materials to support statewide literacy efforts, which may include literacies such as early, adult, labor market, digital, and technological.
- Activities may include but are not limited to: Procure literacy program materials, subscriptions, membership fees, and related items; assist libraries in the set up and delivery of programs; send materials to libraries; provide on-going guidance, technical assistance, and vendor liaison support; provide statewide coordination; compile and publish relevant statistics; tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, postage, materials, subscriptions, membership fees, travel.

- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Library patrons may benefit from increased literacy attainment. Programmatic support will allow library staff to implement new and proven programs without needing to devote considerable time and resources to development or “reinventing the wheel” activities. Patrons may also benefit from increased services as a result of the statewide programs, as well as from additional services as library staff are able to reduce time spent on laborious development and coordination, reallocating this time to other services.

Project 4: Talking Books Services

- Audience may include but is not limited to: Library patrons.
- Purpose: To increase access to library collections for individuals with “temporary or permanent low vision, blindness, or a physical, perceptual, or reading disability that prevents them from using regular print materials” (National Library Service for the Blind and Print Disabled).
- Activities may include but are not limited to: Outreach, marketing, and enrollment activities; procure program materials, contracts, software, and related items; assist libraries in the set up and delivery of program activities; send materials to libraries and patrons; provide on-going guidance, technical assistance, and vendor liaison support; provide statewide coordination; compile and publish relevant statistics; tracking and assessment of program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, postage, program materials, contracts, marketing materials, ILS, and travel.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments.
- Outcomes: Increased equity in access to library materials. Library patrons may benefit from increased access to library materials.

Project 5: Services and Resources Grants

- Audience may include but is not limited to: Library staff, library patrons, library boards.
- Purpose: To subaward LSTA funds to libraries for the purpose of services and resources activities, such as new collections, services, and programs or activities to increase or expand access to existing collections, services, and programs.
- Activities may include but are not limited to: Develop subaward program criteria, documents, application processes, and management processes; award grants; monitor grantees; annual closeout activities; assessment of grant program activities and outputs.
- Funding allocations may include but are not limited to: Staff salary and benefits, grant management software, subaward-funded services and resources activities.
- Timeline: Activities conducted throughout the 5-year plan period with annual assessments
- Outcomes: Library patrons may benefit with increased knowledge, civic engagement, and personal fulfillment from access to improved collections, services, and programs.

Coordination Efforts

The following table represents a crosswalk that maps each goal and project to the eight Grants to States (G2S) Priorities, six identified needs, six Measuring Success focal area(s) and fourteen corresponding intent(s)*:

G2S Priority	Need	Goal	Project	Focal Area	Intent
P1, P5, P6, P8	N1, N2	Goal 1: Planning and Assessment <i>Strengthen Nevada libraries' ability to effectively identify and respond to community needs through planning and assessment.</i>	1.1 Library Data Software	F3	I7
			1.2 Planning and Assessment Resource Collection	F3	I7
			1.3 Planning and Assessment Grants	F3	I7
P3, P8	N1, N3, N4	Goal 2: Capacity, Training, and Sustainability <i>Build capacity of libraries to ensure robust and sustainable operations.</i>	2.1 CE Statewide Resources	F3	I5
			2.2 CE Grants	F3	I5
			2.3 Capacity and Sustainability Grants	F3	I7
P1, P2, P8	N1, N4, N5	Goal 3: Partnerships and Sharing <i>Encourage Nevada libraries to develop and use partnerships and collaboration with other libraries to maximize user access to resources and services throughout the state.</i>	3.1 ILL support	F2	I4
			3.2 Programs and Projects Resource Collection	F3	I7
			3.3 Network Development	F3	I5
			3.4 Partnerships and Sharing Grants	F2	I4
P1, P7, P8	N1, N6	Goal 4: Services and Resources <i>Nevada libraries will provide mission-focused and accessible resources and environments.</i>	4.1 Rural Bookmobiles	F2	I4
			4.2 Databases	F2	I3
			4.3 Literacy Statewide Programs	F1	I2
			4.4 Talking Books Services	F1	I2
			4.5 Services and Resources Grants	F2	I4

*See appendices A and B for listings of the Grants to States (G2S) Priorities(A), Focal Areas, and Intents (B).

NSLAPR collaborates where appropriate with state agencies and external organizations to share resources, reduce duplication, streamline efforts, communicate, and maximize services. Coordination also includes facilitating direct collaborations between Nevada libraries and state agencies. NSLAPR will continue to foster work with existing partners and seek out new partnership opportunities, as appropriate.

The DOA provides support services to all agencies within state government. As a division within this department, NSLAPR is strategically placed to provide information services to and collaborate with all state agencies. Additionally, per statute (NRS 380A.041), NSLAPR's advisory board the State Council on Libraries and Literacy consists of representation from the following agencies and outside organizations:

- A representative of public libraries
- A trustee of a legally established library or library system
- A representative of school libraries
- A representative of academic libraries
- A representative of special libraries or institutional libraries
- A representative of persons with disabilities
- A representative of the public who uses these libraries
- A representative of recognized state labor organizations
- A representative of private sector employers
- A representative of private literacy organizations, voluntary literacy organizations or community-based literacy organizations
- A classroom teacher who has demonstrated outstanding results in teaching children/adults to read

Ex officio members of the Council include representatives from the following state agencies:

- The Department of Administration
- The Department of Education
- The Department of Employment, Training and Rehabilitation
- The Department of Health and Human Services
- The Office of Economic Development
- The Department of Corrections

Evaluation Plan

NSLAPR will apply the below evaluation plan to determine the success of projects. This continuous assessment will allow NSLAPR to make data-informed decisions on projects throughout the 5-year cycle. In addition, NSLAPR will conduct a 5-year evaluation as directed by legislation 20 U.S.C § 9134(c).

Each project will include the following evaluation activities:

- Establishment of key performance indicators, with outcomes aligned to LSTA priorities, goals, focal areas, and intents
- Collection and analysis of key performance indicator data
- Articulation and tracking of input activities and outputs with analysis of return on investment
- Continuous monitoring and assessment throughout project activities

- Summative assessments at milestones, if applicable, and annually

Example methods and types of data collected include:

- Surveys, focus groups, and/or interviews with outcomes-based questions
- Attendance, user, and usage statistics
- Time to complete data with baseline comparisons
- Counts (i.e., items created, applications submitted, reimbursements, etc.)

This data will be monitored, tracked, and assessed by the assigned project lead as well as collected and evaluated holistically by the LSTA coordinator. Projects including components of public and library staff instruction, content creation or acquisition, and planning and evaluation will be evaluated using outcomes-based assessment questions built into the program's reporting system. Example objectives and indicators are outlined in the following table:

Goal	Objectives	Indicators
Goal 1: Planning and Assessment <i>Strengthen Nevada libraries' ability to effectively identify and respond to community needs through planning and assessment.</i>	Needs assessments Strategic planning Project/program planning Outcomes assessments	Number of situations understood through assessment practices Number of programs with a strategic plan Number of programs with summative assessments
Goal 2: Capacity and Sustainability <i>Build capacity of libraries to ensure robust and sustainable operations.</i>	Automation Training/upskilling Process improvements Reducing redundancies	The amount of time gained The amount of waste and/or duplication reduced The number of staff applying new skills/knowledge
Goal 3: Partnerships and Sharing <i>Encourage Nevada libraries to develop and use partnerships and collaboration with other libraries to maximize user access to resources and services throughout the state.</i>	Knowledge sharing Collaboration for mutual benefit Collaboration to fill gaps Reducing unnecessarily duplicative activities	Number of program/project models shared Number of shared best practices and lessons learned Amount of time gained Number of activities completed that otherwise would be unattainable Number of collaborative programs/projects
Goal 4: Services and Resources <i>Nevada libraries will provide mission-focused and accessible resources and environments.</i>	Programs Projects Resources Accessibility Usability	Number of mission-focused programs added Number of mission-focused projects added Number of mission-focused resources added Percentage of resources easily accessible to patrons (by resource, by patron group) Percentage of resources effectively usable to patrons (by resource, by patron group)

Stakeholder Involvement

Stakeholder involvement, communication, and monitoring will be conducted regularly throughout the 5-year cycle. The following mechanisms are in place and will continue to be leveraged to involve libraries and library users throughout the state in policy decisions regarding the development, implementation, and evaluation of the State Plan:

Library Directors: Library directors from all Nevada libraries have been historically invited to regular directors' meetings and are included in all-directors communications and surveys from NSLAPR. These opportunities focus on fostering a continuous dialogue between library directors and the state library to support all participants in better understanding the challenges and opportunities facing Nevada libraries, providing collaborative troubleshooting and idea-sharing, and soliciting continuous feedback on LSTA processes and allocations. Patron feedback and data are also communicated to NSLAPR through these channels.

Subaward Processes: The subaward process includes feedback mechanisms such as quarterly reporting, site-visits from state library staff, and summative feedback at the conclusion of projects. In addition to reporting on project progress and outcomes, NSLAPR gathers feedback on the award process, LSTA goals, and related information to help NSLAPR determine the program continues to meet the needs of Nevada libraries.

Nevada Library Association (NLA): A professional organization for Nevada's libraries and library workers, the NLA is a member-focused and member-driven organization that promotes general library service and librarianship across the state. Its leaders and members volunteer to provide mentoring and to expand and strengthen professional knowledge through collaboration and community alliances. The NLA is actively involved in library-related legislation and hosts an annual conference in which library employees from across the state gather to discuss important statewide opportunities and trends and engage in professional development activities. Discussion of LSTA-funded projects is included. NSLAPR staff serve in a variety of roles on NLA, including advisory and membership coordination, as well as participation during the annual conference.

Nevada Library Cooperative (CoOp): A regional network of libraries formed under the authority of NRS 379 to leverage technology and buying power and provide shared library services. Members include 14 rural public library districts, Nevada State Museum LV, and Nevada Historical Society. NSLAPR serves both as a voting member and fiscal and personnel agent for the CoOp. The CoOp's activities include the maintenance of a shared ILS, resource sharing and coordination, and ongoing assessments of library services to better meet the needs of the member libraries and their patrons.

State Council on Libraries and Literacy (SCLL): The council serves as advisory to NSLAPR and its scope includes providing the means for the overview and study of existing library facilities, resources and services and for the formulation of recommendations to strengthen and expand these components (NRS 380A.011). By statute (NRS 380A.081), the council may examine and overview the whole state of libraries, librarianship, library education, library resources, and all allied and cognate activities and prepare a record of its findings; require public libraries to provide necessary library statistics and reports and to make recommendations for the advancement of libraries; review plans and applications

submitted by libraries and political subdivisions for state grants-in-aid and make recommendations to the State Library, Archives and Public Records Administrator concerning approval; examine and evaluate the programs for literacy in this State; and establish a plan for coordinating programs and activities for promoting and increasing literacy in this State.

NSLAPR is committed to engaging with stakeholders to maintain an understanding of the local and statewide concerns, opportunities, and status of Nevada libraries. This feedback has been and will continue to be included in the planning processes of NSLAPR to ensure the State Plan reflects and supports the needs of Nevada libraries.

Communication and Public Availability

The Library Services and Technology Act 5-Year Plan for 2023-2027 will be publicly available on NSLAPR's website. The LSTA-funded projects will be listed on the website with allocations, results, products, processes, or benefits as applicable indicated. The plan, proposed, and awarded projects will also be presented at SCLL public meetings, which follow open-meeting law, and will allow for public comment and additional dissemination to the public and library community. The plan will also be distributed to library directors via email.

Additionally, NRS 378.050 and NRS 380A.081.3 stipulate reporting requirements of NSLAPR and the SCLL. NRS 378.050 requires NSLAPR to submit a publicly available biennial report to the Governor and the Legislature of the condition, operation and functioning of the State Library, Archives and Public Records, in which will be noted the LSTA 5-Year Plan. NRS 380A.081.3 indicates the council may report biennially to the Governor and Legislature on or before January 1 of each odd-numbered year.

Monitoring

Appropriate staff from NSLAPR will continuously track the implementation of the five-year plan, including preparation and submission of IMLS-required reporting documents. Tracking will rely on processes and indicators identified in the Projects and Evaluation portions of this plan.

Assurances

The following required certifications and assurances are included in this report:

- Program Assurances for 2023 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries

Appendix A: Grants to States Priorities

The purposes and priorities outlined in the Library Services and Technology Act (LSTA) are reflected in the Five-Year Plans submitted by each State Library Administrative Agency (SLAA) and in the over 1,500 annual projects that are supported through the Grants to States program.

Grants to States (20 U.S.C. § 9141)

1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
 - (A) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and
 - (B) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
3. Develop public and private partnerships with other agencies, tribes, and community-based organizations;
4. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
5. Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;
6. Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
7. Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121 (below Purpose of LSTA), as described in the State library administrative agency's plan.

Purpose of LSTA (20 U.S.C. § 9121)

1. Enhance coordination among Federal programs that relate to library, education, and information services;
2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;

4. Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
5. Promote literacy, education, and lifelong learning, including by building learning partnerships with school libraries in our Nation's schools, including tribal schools, and developing resources, capabilities, and programs in support of State, tribal, and local efforts to offer a well-rounded educational experience to all students;
6. Enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers;
7. Enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;
8. Enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
9. Ensure the preservation of knowledge and library collections in all formats and enable libraries to serve their communities during disasters;
10. Enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation;
11. Promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks; and
12. Encourage, support, and disseminate model programs of library and museum collaboration.

Appendix B: Focal Areas and Intents

IMLS provides a list of six Focal Areas and fourteen Intents as a framework for goal alignment.

Focal Area 1 (F1): Lifelong Learning

- Intent 1 (I1): Improve users' formal education
- Intent 2 (I2): Improve users' general knowledge and skills

Focal Area 2 (F2): Information Access

- Intent 3 (I3): Improve users' ability to discover information resources
- Intent 4 (I4): Improve users' ability to obtain and/or use information resources

Focal Area 3 (F3): Institutional Capacity

- Intent 5 (I5): Improve the library workforce
- Intent 6 (I6): Improve library's physical and technology infrastructure
- Intent 7 (I7): Improve library operations

Focal Area 4 (F4): Economic & Employment Development

- Intent 8 (I8): Improve users' ability to use resources and apply information for employment support
- Intent 9 (I9): Improve users' ability to use and apply business resources

Focal Area 5 (F5): Human Services

- Intent 10 (I10): Improve users' ability to apply information that furthers their personal, family, or household finances
- Intent 11 (I11): Improve users' ability to apply information that furthers their personal or family health & wellness
- Intent 12 (I12): Improve users' ability to apply information that furthers their parenting and family skills

Focal Area 6 (F6): Civic Engagement

- Intent 13 (I13): Improve users' ability to participate in their community
- Intent 14 (I14): Improve users' ability to participate in community conversations around topics of concern