Maryland State Department of Education

MSDE Library Services

Division of Library Development and Services

Maryland State Plan

for

Library Services and Technology Act (LSTA)

2013   **2017**

2014   **2016**

2015

CONTENTS

PREFACE

The Library Services and Technology Act (LSTA), a federal program for libraries administered by the Institute of Museum and Library Services (IMLS), requires a five-year plan from each state. The Maryland State Plan 2013-2017 addresses the unique community needs served by libraries in Maryland, as well as the LSTA priorities. It is produced from the contributions and participation of librarians and users of libraries and information services in Maryland.

The aims of the Maryland State Plan are to:

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

BACKGROUND

A Vision for Maryland Libraries

Maryland Libraries: Collaborative, Innovative, Customized. Maryland libraries build real and virtual connections to enable children, families and communities to learn, grow and prosper in the 21st century. Maryland libraries provide resources for literacy, life-long learning and linkages to Maryland's past, present and future through information in a variety of accessible formats. Maryland libraries ensure that all residents and communities have equitable access to library resources.

Maryland Public Libraries

The state of Maryland has 24 public library systems, representing the 23 counties and Baltimore City. Generally, a Board of Trustees governs each county public library. Each Board of Library Trustees may establish and operate libraries at any location in the county, determine the policy of the library, and adopt reasonable rules, regulations, and bylaws for the use of the library and the conduct of its business. The board may also advise in the preparation and approval of the library budget, receive, account for, control, and supervise, under the rules and regulations of the county governing body, the spending of all public funds received by the library, and use the services of the fiscal agencies of the county governing body.

Maryland's public libraries continue to be among the best in the nation, ranking near the top in most measures of library effectiveness. Maryland residents borrowed a total of 60.5 million items in 2010 (up from 55.4 million in 2008)—which is 10.8 library items per capita—compared to a national average of 8.1[1] About 60% of the state's residents are registered borrowers at one

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[1] Institute for Museums and Libraries. *Public Libraries in the United States: Fiscal Year 2009* (October 2011), p. 70: Table 8. Retrieved May 23, 2012 from https://harvester.census.gov/imls/pubs/pls/pub_detail.asp?id=140.

or more library systems, and 100% of the public library systems in the state are connected to the Internet.

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

Maryland School Libraries

The state of Maryland has 24 school systems, representing the 23 counties and Baltimore City. Each local school system is required to establish and adequately maintain a quality school library media program, with appropriate staffing, in each school. In addition, there are many nonpublic schools in the State. Through a literacy skills instructional program that is integrated into the curriculum, library media specialists teach students how to become life-long learners, informed decision-makers and effective users of information. Maryland school library media programs provide access to a variety of resources and services to support this goal. In addition the school library media specialists are responsible for providing professional development in the use of instructional technology and many provide primary technical support for the equipment and networks in Maryland schools. Responding to a national finding that student achievement increases when the library media center has computers with access to library resources, online databases, and the Internet, a 2009 report prepared by the Maryland Association of School Librarians (MASL) and the Maryland State Department of Education said, "99.8% of Maryland library media centers report access to the Internet with 99% having automated circulation systems and 98% having automated online public access catalogs."[2]

Maryland Higher Education Libraries

Maryland has libraries in all 58 colleges and universities and over 120 private career schools. A major goal for these libraries is to provide sustained access to the mix of formats appropriate for the particular institution through management of collections that include a combination of digital and paper materials. Maryland's academic libraries reach out beyond their walls to the students, faculty, and staff on their campuses, and also beyond the campuses to serve the information needs of communities throughout Maryland and elsewhere.

Today, Maryland higher education libraries are facing two major challenges: (1) paying for the system of scholarly communication, which involves creating, evaluating, disseminating, and preserving scholarship; and (2) preserving access to recorded knowledge and data in electronic format.

In 2000 the Maryland Digital Library (MDL) was launched. It is a gateway to electronic resources available to students and faculty, and staff at public and private universities and colleges across

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[2] *National Studies Connect School Libraries and Student Achievement.* Retrieved May 23, 2012 from http://www.marylandpublicschools.org/NR/rdonlyres/EC67FB12-FE6B-464A-A2AD-D0C6307773E3/24434/National_Studies_Connect_School_Libraries__Student.pdf.

the state. MDL provides on-campus access to more than 200,000 students and faculty, giving them access to databases, e-books, electronic journals, and reference works. With an infusion of modest state funding, MDL will be able to move forward three programs more vigorously:

- Shared core databases that provide the baseline information needed for all students from community college through university level. This has been a core MDL effort, but state matching provides the firm foundation needed for equal access across sectors.

- A direct patron borrowing capability that extends benefits currently enjoyed by the 16 University System of Maryland and Affiliated Institutions (USMAI) members to all 52 MDL members and economically to any student or faculty anywhere in the state regardless what institution they are affiliated with.

- The development of the Maryland Memory Project that extends access to the special and unique materials from many members through digitization and Internet availability. Such access provides a new resource for K-16 teaching and research similar to the Library of Congress Memory Project.

USMAI is a consortium of sixteen libraries on the twelve campuses of the University System of Maryland and the two affiliated institutions of higher education.   USMAI benefits member libraries through resource sharing, sharing of people and ideas, buying power (consortial licensing), sharing collections via interlibrary loan, and a common OPAC and its services.

Maryland State Library: Division of Library Development and Services

History and Overview

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

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

By state statute, DLDS is organized into three branches: the Maryland State Library for the Blind and Physically Handicapped, the School Library Services and Media Branch, and the Public Libraries and State Networking Services Branch (PLSNB).

LBPH is the Maryland regional library and operates under the National Library Service for the Blind and Physically Handicapped of the Library of Congress. The library became operational in

1968 and serves approximately 12,000 blind, low vision, physically disabled, and learning disabled patrons. LBPH provides a full range of reading material in Braille, large print, audiocassette and digital formats. Patrons also enjoy tactile materials (maps and atlases) and descriptive videos and participate in book clubs and cultural and educational programs.

The Public Libraries Branch within the Division of Library Development and Services was established in 1971, and later became the Public Libraries and State Networking Branch (PLSNB). PLSNB is charged with the responsibility of providing technical assistance and direction to improve public library services across the state.

Maryland State Library Network

PLSNB has oversight over the state library network, which is located at the State Library Resource Center (SLRC) at Enoch Pratt Free Library (EPFL) in Baltimore. DLDS contracts with EPFL to operate SLRC.

This network is responsible for assuring and providing Maryland residents with access to information not available at the local library level. Specifically, the network provides statewide on-line electronic information, interlibrary loans, direct lending of resources and materials, technical assistance and staff training. More than 400 Maryland libraries participate in the network. Public, university and community college libraries are part of this system and provide residents of Maryland with a wealth of information.

The State supports the funding for SLRC, including SAILOR and the state library network. The purpose of SLRC is to "provide and expand access to specialized library materials and services that are necessary for coordinated, efficient, and economical library services in this State." SLRC provides a multitude of services to Marylanders and serves as a back-up source of information for local libraries and customers. In addition, SLRC provides lending opportunities for libraries within the state library network. When information is not easily accessible, it assures access to information through the Maryland Interlibrary Loan Organization (MILO). SLRC also provides valuable information to State government employees through the Government Reference Service.

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

In addition, three regional libraries support the network. They are the Eastern Shore Regional Library, Inc., in Salisbury, the Southern Maryland Regional Library Association in Charlotte Hall and the Western Maryland Public Libraries (regional library) in Hagerstown.

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

Maryland Advisory Council on Libraries

The Maryland Advisory Council on Libraries (MACL) consists of twelve members, seven appointed by the Governor and five selected from the public at large. The membership of the council includes the public at large, professional librarians, library trustees, the Secretary of Higher Education, the President of the Board of Trustees of Enoch Pratt Free Library, the President of the Maryland Library Association, the Dean of the University of Maryland College of Library and Information Services, and the President of the Maryland Association of School Librarians, (MASL), formally the Maryland Educational Media Organization (MEMO).

MACL is authorized to gather information on the needs of libraries and promote improvement of library services in the State. The Council is authorized to advise the Division of Library Development and Services, the State Superintendent of Schools, the State Board of Education, and the Governor on library matters. The Advisory Council represents the interests of Maryland citizens for better library services, advises all levels of government , and promotes the improvement of services in all libraries.

MISSION STATEMENT

The Division of Library Development and Services provides leadership and support to Maryland libraries to serve the changing needs of Maryland residents.

NEEDS ASSESSMENT

The process by which the agency needs were identified involved meetings with groups of leaders, a focus group meeting with stakeholders throughout the state, and many reports, including a five-year evaluation report.

The reports that addressed just the needs of Maryland included:

- *An Independent Evaluation of Maryland's Implementation of the Library Services and Technology Act Grants to States Program, 2008-2012*. Prepared by Himmel & Wilson, Library Consultants March 30, 2012 (to be posted on IMLS Web site after approval). This report was based on
  - o Examination of existing documents;
  - o Three focus groups with library representatives from around the state: a director's session on September 22, 2011; a session in Caroline County for Eastern Maryland on October 7, 2011, and a session in Arbutus for Western Maryland on October 14, 2011. A total of 28 people participated in the sessions.
  - o Personal telephone interviews with 14 individuals who were identified by DLDS staff, including an e-learning coordinator; training coordinator, volunteer services coordinator, youth services coordinator, outreach services coordinator, the project

director of AskUsNow, and several staff development coordinators and directors, and associate and assistant directors of public libraries,
- o A Web survey of library staff around the state.

- Information Policy & Access Center, University of Maryland. *State Level Details for Maryland.* http://www.plinternetsurvey.org/sites/all/themes/cmsperception_custom/php/pli_pdf/tcpdf/examples/clii_pdf_generator.php?id=md.
- Lazar, Jonathan, et al. (n.d.) *Equal Access to Information? Evaluating the Accessibility of Public Library Homepages in the State of Maryland.* Department of Computer and Information Sciences and Universal Usability Laboratory, Towson University. http://www-edc.eng.cam.ac.uk/cwuaat/Presentations12/Lazar.pdf.
- Maryland Advisory Council on Libraries (MACL). *Maryland Libraries: Working Together to Face Future Challenges; Report to the Maryland Advisory Council on Libraries: Future Challenges Project* (February 2011). This document is posted on the Maryland Association of Public Library Administrators (MAPLA) Web site: http://www.maplaonline.org
- Maryland Emergency Management Agency (MEMA). [Supporting letter]. Maryland libraries legislation designation SB-858 (45-0) and HB-1001 (137-0).
- Maryland e-Books Summit Survey Results, November 30, 2011.
- Maryland's One-Stop Career Centers (2012). http://dllr.maryland.gov/county/
- Workforce Development data (document) (Labor Market Statistics: Monthly Labor Review: http://www.dllr.state.md.us/lmi/mlraug2011)
- State Library Resource Center Oversight Commission. *Strategic Planning for the State Library Resource Center, FY2011-FY2015.* August 6, 2009*.* Also: Annual updates for 2010, 2011, and March 2012.
- Strategic Plan, Library for the Blind and Physically Handicapped, December 2011.
- Report: Patron Study, Library for the Blind and Physically Handicapped, December 2011.
- JobSquad data [document], December 2011.
- Maryland Public Library Statewide Blueprint for Staff Development 2012. Finalized on June 7, 2012 and available on MAPLA Web site: http://www.maplaonline.org/dlds/blueprint.pdf
- Maryland E-Learning Project; LSTA Grant Final Report. Submitted by James Kelly, Project Director.
- SkillSoft 2010; LSTA Grant Final Report. Submitted by James Kelly, Project Director.

In addition to the reports listed above, summary notes of two meetings held in spring 2012 were used:
- MAPLA held a spring meeting on April 27, 2012 at Rocky Gap; 35 participants discussed the LSTA strategic goals.
- DLDS staff organized a Stakeholder Focus Group on April 23, 2012, facilitated by an outside consultant. The participants represented a range of school, academic, and special libraries.

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

Bertot, John Carlo (n.d.). *The Future of Public Libraries: Where Do We Go From Here?* [presentation]**.** Information Policy & Access Center, University of Maryland. http://www.citizensformarylandlibraries.org/docs/bertot_1110.pdf.

Calvert, Laurie (2011, May 16). *Recognizing Education's Middle School Syndrome*. [Posting on Homeroom, the official blog of the U. S. Department of Education]. http://www.ed.gov/blog/2011/05/recognizing-education%e2%80%99s-middle-school-syndrome/.

Denver Public Library Western History & Genealogy Department (2012). *Creating Your Community: Colorado's Social Archive.* http://creatingcommunities.denverlibrary.org/

IMLS (2011, December 2). *Creating a Nation of Learners: Strategic Plan 2012 – 2016.* http://www.imls.gov/assets/1/AssetManager/StrategicPlan2012-16.pdf.

Levien, Roger E. (2011, June). *Confronting the Future. Strategic Visions for the 21st Century Public Library.* ALA Office for Information Technology Policy.   Policy Brief No. 4. http://www.ala.org/offices/sites/ala.org.offices/files/content/oitp/publications/policybriefs/confronting_the_futu.pdf.

Libraries and Museums in an Era of Participatory Culture (2011). http://www.imls.gov/assets/1/AssetManager/SGS_Report_2012.pdf.

The Library as Incubator Project (2011, May). The mission of the project is to promote and facilitate creative collaboration between libraries and artists of all types, and to advocate for libraries as incubators of the arts. http://www.libraryasincubatorproject.org/?page_id=9.

National Summer Learning Association (2009). *Know the Facts.* http://www.summerlearning.org/?page=know_the_facts.

OCLC. *Perceptions of Libraries, 2010; Context and Community; A Report to the OCLC Membership* (2011). Dublin, OH: OCLC. http://www.oclc.org/reports/2010perceptions/2010perceptions_all.pdf.

Public Libraries in the United States: Fiscal Year 2009. https://harvester.census.gov/imls/pubs/Publications/pls2009.pdf.

Public Library Funding and Technology Access Study (2011, June). http://www.ala.org/research/initiatives/plftas/2010_2011.Rainie, Lee, et al. (2012, April 5). *The Rise of eReading*. Pew Internet & American Life Project. http://libraries.pewinternet.org/2012/04/04/the-rise-of-e-reading/.

Social Media Trends in 2012 (2012). McCann Worldgroup Thailand (MW) through its research tool McCann Pulse scanned the globe for the key social media trends influencing consumers' lives. The digital 2012 will be shaped by the significant moves in social media platforms driven by the concept of individualization of experience and social discovery. http://www.nationmultimedia.com/business/Social-media-trends-in-2012-30174006.html.

States in Crisis: Facing Major Budget Problems, Governors Around the Nation are Proposing Cuts to Education, Health Care and State Employee Benefits (2011). The Washington Post. http://www.washingtonpost.com/wp-srv/special/politics/state-budget-crisis.

Strategic Plan (2010). Public Library Association (PLA), a Division of the American Library Association. Approved by the PLA Board of Directors, June 2010.

The expected process for periodically updating DLDS' knowledge of its library services needs is described in the Evaluation Plan section of this document.

PLAN OVERVIEW

As a result of the findings from meetings with focus groups and constituent groups and review of relevant documents, this plan addresses six major challenges for library and information services that will serve the needs of Maryland citizens for the next five years:

1. The communities of Maryland are changing rapidly in demographics and diversity.
2. Many Marylanders are minimally aware of library services.
3. Maryland libraries need to increase capacity to leverage community resources through collaboration and partnerships in response to competing socio-economic and political demands.
4. Not all Maryland residents can access library facilities and services.
5. Libraries have a shortage of qualified and certified staff that can adequately meet users' changing needs.
6. Libraries have a critical need to keep up with technology.

Goals and programs are presented in this plan to address each of these challenges. These goals and programs relate to the following purposes of LSTA:

1) *expand services for learning and access to information and education resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development and digital literacy skills;*
3) *provide training and professional development, including continuing education, to enhance the skills of (a)the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;*
4) *develop public and private partnerships with other agencies and community-based organizations;*
5) *target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;*
6) *target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 421 U.S.C §. 9902(2)) applicable to a family of the size involved;*

7) *develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.*

Maryland's major LSTA goals for 2013-2017 are:

Goal 1: DLDS will support Maryland Libraries to continue, redesign, and create new services to meet the library needs of their communities.

Goal 2: Maryland Libraries will be positioned as essential resources and anchors for their communities.

Goal 3: DLDS and Maryland Libraries will provide engaging experiences to individuals of all ages and abilities to meet their learning needs.

Goal 4: DLDS and Maryland Libraries will plan and implement collaborative continuing education and staff development opportunities to support Maryland LSTA goals and the performance of a strong and innovative Maryland library workforce.

GOALS AND PROGRAMS (ACTIVITIES)

Goal 1: DLDS will support Maryland Libraries to continue, redesign, and create new services to meet library needs of their communities	
LSTA purposes: 5) *target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills* 7) *develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks*	
STATEWIDE INITIATIVE: PLANNING AND TECHNOLOGY	TIMELNE
Focus: Provide grants, pending available funding, for master facilities planning **Activities:** A competitive grant cycle will be held each year with priorities based on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.** **Activities:** DLDS will provide grant technical assistance supporting the competitive grant cycle. **Primary Target Population:** All Maryland library customers and their communities **Secondary Target Population:** Local library systems **Expected Benefit:** Increased use and access by customers and communities of facilities to meet growing demand **Federal funds use**: Financial support distributed to individual systems to assist with the design of a comprehensive master facility plan	FY2013 FY2014 FY2015 FY2016 FY2017
Focus: Provide grants, pending available funding, for library strategic planning **Activities:** A competitive grant cycle will be held each year with priorities based	FY2013

on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.** **Activities:** DLDS will provide grant technical assistance supporting the competitive grant cycle. **Primary Target Population:** All Maryland library customers and their communities **Secondary Target Population:** Local library systems **Expected benefit:** Increased use and access by customers and communities of library services and facilities to meet growing demand **Federal funds use:** Financial support distributed to individual systems to assist with the design of a comprehensive strategic plan	FY2014 FY2015 FY2016 FY2017

Focus: Provide grants, pending available funding, for digitization technology projects to preserve and collect.
  Activities: A competitive grant cycle will be held each year with priorities based on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.**
  Activities: DLDS will provide grant technical assistance supporting the competitive grant cycle.
  Primary Target Population: All Maryland library customers and their community stakeholders interested in digitization
  Secondary Target Population: Local library systems
  Expected Benefit: Increased use and access by customers and communities of library services and facilities to meet growing demand of the digitization of local and regional history.
  Federal funds use: Financial support distributed to individual systems to assist with the conversion of data or signals, such as images, text, or sound, to digital form
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Provide grants, pending available funding, to libraries for innovations that encourage user self-service to improve customer service and/or to increase efficiency of operations.
  Activities: A competitive grant cycle will be held each year with priorities based on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.**
  Activities: DLDS will provide grant technical assistance supporting the competitive grant cycle.
  Primary Target Population: Customers and local communities
  Secondary Target Population: Local library systems
  Expected Benefit: Ease of use**,** and access by, customers of library services and facilities to meet the growing demand of self-service models.
  Federal funds use: Financial support distributed to individual systems to assist with the conversion of existing library service entry-points, and implementation of technologies to support the delivery of self-service models
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Strategic plan development of AskUsNow and InfoEyes services.	FY2013

Activities: An advisory stakeholder team will review the efficacy of the current AskUsNow model in relation to changing information literacy trends, customer expectations, and varied economic environments. This team will explore enhanced and alternative methods of delivery of resources. **Primary Target Population:** Customers and local communities **Secondary Target Population:** Variety of Maryland library systems **Expected Benefit:** Production of strategic plan to include proposed enhancements for end-users **Federal funds use:** Financial support to provide oversight and facilitation of stakeholder review group to assist with the creation and communication of a strategic plan	

Focus: Support Maryland Library Consortium to expand shared holdings of electronic resources. Support Maryland libraries in their efforts to leverage buying power and access discounted electronic resources.
  Activities: MLC will expand its scope to include ebooks, via membership on the Statewide eBook Committee, to encourage all types of libraries to share knowledge with the goal of generating economies of scale through joint purchases.
  Activities: DLDS will provide oversight for the committee and will appoint the chair.
  Primary Target Population: Library customers
  Secondary Target Population: Public, academic, school and special libraries
  Expected Benefit: Offer more materials (databases, eBooks) and save public funds by generating economies of scale through joint purchases
  Federal funds use: Staff support, database and eBook collections
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Focus: Support technology plan development for library systems
Activities: Provide promotion, communication of federal requirements and guidelines, and technical assistance for current and prospective library E-rate applicants.
  Activities: DLDS will provide grant technical assistance supporting the grant cycle.
  Primary Target Population: Underserved rural and urban residents, and their respective communities
  Secondary Target Population: School libraries and public libraries
  Expected Benefit: Technology plans that support the use, and access, by underserved communities of library services
  Federal funds use: Financial support distributed to individual systems to assist with the creation and development of technology plans that support affordable access to telecommunication services, internet access and infrastructure connectedness
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Focus: Continue to facilitate and support a statewide eBook/eContent advisory committee that will contribute to state and local planning **Activities:** Provide logistical and strategic planning support of regular meetings of	FY2013 FY2014

the advisory council via DLDS liaison involvement. Provide a venue to communicate the council's findings to libraries in a report briefing. Support integration of findings into current projects, as appropriate. **Primary Target Population:** Public school libraries, academic libraries, and public libraries **Secondary Target Population:** Current and potential e-content users **Expected Benefit:** Statewide findings produced and disseminated to support Maryland libraries' adaptation of current and future e-book/e-content for customers **Federal funds use:** Financial support to provide oversight and facilitation of a stakeholder review group to assist with the creation and communication of a strategic findings brief	FY2015 FY2016 FY2017
Focus: Increase customer satisfaction by providing opportunities for customer feedback and input regarding LBPH services **Activities:** LBPH will review current patron survey and delivery methods for efficacy. **Activities**: Revised survey will be delivered to patrons and feedback integrated into strategic planning. **Primary Target Population:** LBPH customers **Expected Benefit:** Identification of new services and/or service delivery models**.** Increased customer feedback and satisfaction. **Federal funds use:** Financial support distributed to LBPH to assist with the redesign of the current survey and delivery	FY2013 & FY2016
Focus: Annual DLDS review of LSTA 5-year plan progress **Activities:** DLDS will analyze data and progress during annual LSTA plan reviews. Programs and activities will be updated as needed for relevancy. Integration of findings into current projects, as appropriate, will be supported. **Primary Target Population:** Maryland libraries **Expected Benefit:** Findings produced will provide possible data for course-corrections on an annual schedule to inform the evaluation process and to improve existing programming and activities. **Federal funds use:** Financial assistance to provide logistical and planning support of annual evaluation and review meetings of programs and activities.	FY2013 FY2014 FY2015 FY2016
Focus: Foster initiative to investigate, identify, share learning and explore implementation of adaptable or new library services. Support potential application to Maryland libraries services in order to contribute to state and local planning, supported by available LSTA grant funding **Activities:** Provide logistical and strategic planning support for regular meetings of task group via DLDS liaison involvement. **Activities**: Explore future needs and trends to inform multi-tiered, library system and statewide planning on how to best invest critical resources. DLDS will provide a platform to facilitate the identification of useful investments of current and future trends in areas such as customer demand, community needs, and staff	FY2013 FY2014 FY2015 FY2016 FY2017

development. **Activities:** DLDS will support the integration of findings into current projects. **Primary Target Population:** Maryland librarians interested in the future of librarianship **Secondary Target Population:** Maryland library customers and their communities **Expected Benefit:** Statewide findings produced and disseminated to support Maryland libraries' adaptation of current and future trends for customers **Federal funds use:** Financial support provided to task group to assist with the creation and implementation of information-sharing and statewide events, such as "unconferences"	

Goal 2: Maryland libraries will be positioned as essential resources and anchors for their communities	
LSTA purposes: 1) *expand services for learning and access to information and education resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development and digital literacy skills* 4) *develop public and private partnerships with other agencies and community-based organizations.*	
STATEWIDE INITIATIVE: PARTNERING	**TIMELINE**

Focus: Promote statewide awareness, through existing and new partnerships, of Maryland public libraries designation as an essential service in the event of declared disasters
  Activities: DLDS will create promotional materials describing public libraries as an essential service for distribution to library systems.
  Activities: DLDS will work toward ensuring the public has access to public libraries via visible roadside directional signage
  Activities: Library system staff will receive related Maryland Emergency Management Agency (MEMA) training.
  Primary Target Population: Maryland residents
  Secondary Target Population: Local libraries
  Expected Benefit: Public libraries will receive priority for service restoration in the event of a natural or manmade disaster as declared by MEMA. Maryland residents will have reasonable access to services at a local library following a MEMA-declared emergency.
  Federal funds use: Financial support provided to assist with promotional materials and related information sessions
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Increase statewide, collaborative programming, through traditional and nontraditional partnerships, to support customer-based services	FY2013 FY2014

Activities: DLDS will continue to partner with national, state, and local organizations to provide statewide programs, including the Summer Reading Program, Career Technology Awareness, and Workforce Development. **Primary Target Population:** Communities that serve Title I, FARMS and low-income residents. **Secondary Target Population:** All Maryland library customers and their communities **Expected Benefit:** Increased integration of services among state agencies and organizations serving similar populations **Federal funds use:** Financial support to provide technical assistance for library services	FY2015 FY2016 FY2017

Focus: Provide grants, pending available funding, to support collaborative public participation, connecting libraries and their customers
  Activities: A competitive grant cycle will be held each year with priorities based on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.**
  Activities: DLDS will facilitate collaborative statewide programming for adult customers, cultural heritage opportunities and innovative teen programming through partnerships.
  Activities: DLDS will provide grant technical assistance training supporting the competitive grant cycle.
  Primary Target Population: All Maryland library customers and their communities
  Secondary Target Population: Maryland librarians interested in increasing participatory opportunities for customers
  Expected Benefit: Enhanced and newer innovations of customer engagement will increase customer satisfaction and usage of library services, as well as produce replicable models of shared best practices.
  Federal funds use: Financial support distributed to individual systems to assist with the design and implementation of grants focusing on customer engagement
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Partner with library organizations (regionals, SLRC, MLA) to provide a statewide initiative that focuses on library sustainability.
  Activities: DLDS will work with the regionals and SLRC to provide a statewide staff development event that focuses on library sustainability.
  Primary Target Population: Administrators in public libraries
  Secondary Target Population: Staff in public libraries
  Expected Benefit: Enhanced and newer innovations of customer engagement will increase customer satisfaction, loyalty and usage of library services, as well as produce replicable models of shared best practices.
  Federal funds use: Support of task group for the event
	FY2013
	FY2014
	FY2015

Focus: Race to the Top Early Childhood Partnership Pilot Library Family Councils and Family Information Centers at targeted public library systems, especially those that serve Title I students. As a part of the Race to	FY2013

the Top Early Childhood state grant, this initiative will be scaled up to eventually include all Maryland public library systems by 2017.
    Activities: Create and/or enhance Family Information Centers in five public library systems.
    Activities: DLDS will facilitate the creation of Family Library Councils representing each participating public library system that comes online.
    Primary Target Population: Communities that serve Title I, FARMS and low-income residents
    Secondary Target Population: All Maryland library customers and their communities
    Expected Benefit: Increased levels of engagement by families; increased literacy and learning opportunities for children 0 to five years of age
    Federal funds use: Financial support to provide technical assistance of library services
	FY2014
	FY2015
	FY2016
	FY2017

Focus: One Maryland One Book Partnership
    Activities: DLDS will continue to partner with state agencies and local organizations to provide annual book discussions and author tour.
    Primary Target Population: Maryland residents of all ages interested in life-long learning
    Secondary Target Population: Public, school, academic libraries and other organizations.
    Expected Benefit: Increased literacy-based community engagement opportunities for residents
    Federal funds use: Financial support provided to assist with promotional materials, distribution, events and workshops,pending available funding
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Read Across Maryland Partnership
Governor O'Malley, the Maryland Association of School Librarians (MASL), Maryland State Educators Association (MSEA), the Division of Library Development and Services (DLDS), and the Maryland Library Association (MLA), focus on a new Read Across Maryland initiative to challenge students and their families to read more. Annual reading motivation and awareness program for children, especially targeting middle school students.
    Activities: DLDS will support the statewide effort to challenge educators, parents and children to read 30 minutes a day for 30 days.
    Primary Target Population: Maryland students in pre-k through middle school grades.
    Secondary Target Population: All Maryland students and their families
    Expected Benefit: Increased levels of engagement by families; increased literacy opportunities for younger students
    Federal funds use: Financial support provided to assist with promotional materials, pending available funding
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: AskUsNow and InfoEyes services **Activities**: Delivery of AskUsNow and Infoeyes online information and referral	FY2013

service across various types of Maryland libraries, facilitated by real-time, live customer support. **Primary Target Population:** All Maryland library customers **Secondary Target Population:** Maryland academic, school, public and special library systems **Expected Benefit:** Quality reference information to meet customer requests. **Federal funds use:** Financial support to provide direct service delivery of the AskUsNow and InfoEyes programs, pending available funding	FY2014 FY2015 FY2016 FY2017

Goal 3: DLDS and Maryland Libraries will provide engaging experiences to individuals of all ages and abilities to meet their learning needs	
LSTA purposes: 1) *expand services for learning and access to information and education resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development and digital literacy skills.* 6) *target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 421 U.S.C §. 9902(2)) applicable to a family of the size involved.*	
STATEWIDE INITIATIVE: <u>INCREASE MARYLAND LIBRARIES ADAPTATIONS FOR USERS</u>	**TIMELINE**

Focus: Support the enhancement of library programming for adults by offering statewide staff training event
  Activities: DLDS will partner with the Eastern Shore Regional Library to offer statewide adult programming "unconferences"
  Activities: DLDS will facilitate the development of a social network for library staff to support the exchange of ideas
  Primary Target Population: All Maryland library customers
  Secondary Target Population: Library staff
  Expected Benefit: Increased library services and engagement by adult customers
  Federal funds use: Financial support provided to assist with event programming, pending available funding
	FY2013
	&
	FY2015

Focus: Facilitate a task force to study the establishment of a Maryland Deaf Culture Digital Library
Explore current and future needs, trends and resources to inform state government of the feasibility of creating a Deaf Culture Digital Library to educate individuals about deaf culture in the United States and other countries.
  Activities: DLDS will facilitate the gathering of information on how the deaf community is currently being served nationally.
  Primary Target Population: Maryland residents with hearing impairments
  Secondary Target Population: Maryland state legislature
  Expected Benefit: Task force findings of the potential establishment of a
	FY2013

Maryland Deaf Culture Digital Library **Federal funds use:** Financial support provided to assist with task force meetings and production of resulting findings	

Focus: Provide grants, pending available funding, to libraries for the exploration of innovations and technologies that adapt to, and engage, library learners, including the sharing of ideas and resources about how to increase engagement with the public
  Activities: A competitive grant cycle will be held each year with priorities based on the LSTA Five-Year plan. Grantees will be required to share best practices and methodologies with other library staff in Maryland and across the country**.**
  Activities: DLDS will provide grant technical assistance supporting the competitive grant cycle
  Primary Target Population: Local library systems
  Secondary Target Population: All Maryland library customers and their communities
  Expected Benefit: Ease of use for, and access by, customers of library services
  Federal funds use: Financial support distributed to individual systems to assist with the implementation of technologies to support the delivery of innovative initiatives, pending available funding
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Focus: Support the Maryland Accessible Text program
Senate Bill 268 established a process whereby blind people and other students with print reading disabilities in post secondary education receive electronic formats of textbooks and other printed materials from publishers in a timely manner. Through the Maryland State Library for the Blind and Physically Handicapped, (LBPH), the Instructional Materials Access Guidelines Committee, a branch of the Maryland State Department of Education's Division of Library Development and Services (hereinafter "the Library"), established timelines and procedures for the provision of instructional materials by publishers and requirements for the Library and institutions of higher education in making requests for such materials.
  Activities: Requests for converted text books will be fulfilled, on location, at LBPH and distributed to customers.
  Primary Target Population: Maryland blind students and students with print reading disabilities in post-secondary education
  Expected Benefit: Ease of use for, and access by, customers of library services
  Federal funds use: Financial support to LBPH to assist with the implementation of fulfilling the requirements of the Maryland Accessible Text Program, pending available funding
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Focus: Provide adaptive technologies training for blind, visually impaired, physically disabled and reading disabled Maryland residents
  Activities: Regular training provided for LBPH customers on a variety of adaptive technologies.
  Activities: Regular Tech User Group (TUG) meetings provided for LBPH customers on a variety of broad based technologies and trends.
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

LSTA Maryland State Plan 2013-2017

Primary Target Population: Maryland LBPH customers **Expected Benefit:** Increased knowledge, access, and ease of use experienced by LBPH customers who wish to utilize adaptive technologies **Federal funds use:** Financial support to LBPH to assist with the implementation of fulfilling technology training, pending available funding	

Focus: Increase and enhance the presence of Early Literacy Activity Centers that provide a variety of strategies promoting interactive literacy opportunities for children and their caregivers
  Activities: DLDS will advance the creation or enhancement of existing early learning centers in five library systems.
  Primary Target Population: Communities that serve children, their care-givers and their families
  Secondary Target Population: All Maryland library customers and their communities
  Expected Benefit: Increased levels of engagement by families; increased literacy and learning opportunities for children 0 to five years of age
  Federal funds use: Financial support provided to assist with early learning centers creation, promotional materials and distribution, pending available funding
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Focus: Maryland public library website adaptations using federal web-accessibility guidelines
  Activities: LBPH monitoring of website for progress in adaptations
  Activities: LBPH staff as a resource and referral option for adaptation consultation and education of public library systems.
  Primary Target Population: Current and potential Maryland public library customers
  Expected Benefit: Increase in website visits by users who require adaptations to navigate library websites
  Federal funds use: Financial support to assist local libraries in accessing relevant resources and training to meet accessibility guidelines, pending available funding
	FY2013
	
	FY2014
	
	FY2015
	
	FY2016
	
	FY2017

Goal 4: DLDS and Maryland Libraries will plan and implement collaborative continuing education and staff development opportunities to support the performance of a strong and innovative Maryland library workforce	
LSTA purpose: 3) *(a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services*	
STATEWIDE INITIATIVE: <u>PROFESSIONAL DEVELOPMENT</u>	**TIMELINE**

Focus: Lead and facilitate statewide meetings of public library liaisons in the areas of youth services, promotion and outreach, and staff development	
Activities: DLDS will provide a platform and infrastructure to support interactive, face-to-face and online meetings of public library staff in identified topic areas.	FY2013 FY2014
Primary Target Population: Library staff	FY2015
Secondary Target Population: Customers and local communities	FY2016
Expected Benefit: Increased skill sets and knowledge of best practices in identified areas for local public library staff	FY2017
Federal funds use: Financial support will be allotted to provide technical assistance, pending available funding	
Focus: Provide staff development grants to libraries, pending available funding	
Activities: DLDS will provide grant technical assistance supporting the grant cycle.	FY2013
Primary Target Population: Library staff	FY2014
Secondary Target Population: Local library systems and their customers	FY2015
Expected Benefit: Increase in education, skill sets, and knowledge of best practices in identified areas by local library staff	FY2016
Federal funds use: Financial support distributed to individual systems to assist with the allocation of identified staff development opportunities, pending available funding	FY2017
Focus: Implement the statewide blueprint for staff development via a collaborative assessment and planning process that includes representatives from local libraries, regionals, SLRC and MLA	
Activities: DLDS will provide a platform and infrastructure to support meetings of library staff to modernize the existing staff development blueprint plan.	FY2013 FY2014
Primary Target Population: Library staff	FY2015
Secondary Target Population: Local library systems and their customers	FY2016
Expected Benefit: Provide collaborative, strategic professional development guidance for state and local systems in order to increase skill sets and knowledge of best practices in identified areas by library staff	FY2017
Federal funds use: Financial support will be allotted to provide logistical and strategic support of meetings for library staff, pending available funding	
Focus: Support library staff skills development though online and in-person learning opportunities, and partner with other Maryland library organizations	
Activities: DLDS will provide library staff access to a platform and infrastructure to support library staff development	FY2013
Primary Target Population: Library staff	FY2014
Secondary Target Population: Local library systems	FY2015
Expected Benefit: To provide collaborative, professional development opportunities to support certification for library staff.	FY2016
Federal funds use: Financial support will be allotted to provide licensed access to online learning as well as continuing education in-person training, pending	FY2017

available funding	

Focus: Continue the Library Associate Training Institute, (LATI) for library pre-professionals
This training, a staff development requirement for Maryland library associates/pre-professionals is mandated by MD COMAR. Employees must complete a minimum of 90 clock hours of approved in-service training or 9 credit hours of formal academic course work in library science.
    Activities: DLDS will deliver a series of in-person and online training for library associates and pre-professional staff to attain the required 90 clock hours of staff development.
    Primary Target Population: Library staff
    Secondary Target Population: Local library systems
    Expected Benefit: To increase library staff education and skill levels in librarianship
    Federal funds use: Financial support will be allotted to deliver serial Library Associate Training Institutes, pending available funding
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

Focus: Support staff development for training of services to special populations
    Activities: DLDS will coordinate the delivery of a series of in-person and online training for library staff to address changing dynamics in customer populations.
    Primary Target Population: Library staff
    Secondary Target Population: Local library systems
    Expected Benefit: Increase library staff education and skill level in working with special populations
    Federal funds use: Financial support will be allotted to deliver special needs training for library staff, pending available funding
	FY2013
	FY2014
	FY2015
	FY2016
	FY2017

COORDINATION EFFORTS

DLDS works with many collaborators who enable more and better projects than could be accomplished alone. These include:

EBook Advisory committee - This group is tasked with keeping up with the world of e-books and e-content. The committee is a collaboration of public librarians, public school librarians and academic librarians. Issues currently being discussed include the possibility of a repository for e-books and academic articles to serve Maryland libraries and to provide more access to e-content, possibly contracting with additional vendors such as EBSCO or Recorded Books.

Race to the Top, Early Childhood (RTTT EC) - DLDS partnered with the Division of Early Childhood in order to apply for this federal grant. Maryland public libraries are one of 9 state libraries at this time collaborating on a RTTT EC grant. Maryland public libraries have agreed to create Library Family Councils in Title I school districts, designed to encourage family engagement in library activities.

Maryland Oral Health Learning Alliance - This grant opportunity brings together stakeholders from agencies such as the Dental Coalition, the Department of Health and Mental Hygiene and the Maryland Chapter of the American Association of Pediatrics to work towards better oral health for Maryland residents.

AskusNow 24/7 - Maryland AskUsNow! (AUN) is the statewide online interactive information service available 24 hours a day, 7 days a week. AUN uses the expertise of librarians to provide answers to questions, research guidance, and help navigating the internet. AskUsNow! is a cooperative service of Maryland libraries, available for any resident or student of Maryland's public libraries, academic libraries and special library partners to provide the service.

One Maryland One Book - One Maryland One Book involves colleges, public schools, and public libraries in a discussion of a chosen book, during the months of September and October. The Maryland Humanities Council guides the organization and promotion of One Maryland One Book and collaborates with DLDS through state wide marketing meetings.

Division of College and Career Readiness - DLDS partners with this Maryland State Department of Education (MSDE) Division to bring public awareness to new career readiness initiatives for high school students. This year's representative partner will be the Washington County Free Library.

Division of Early Childhood Development – DLDS promotes and distributes, *Healthy Beginnings,* a collaborative MSDE and Johns Hopkins University School of Education resource tool for caregivers that encourages developmentally appropriate activities for infants and toddlers from birth through age three.

Read Across Maryland - DLDS, the Governor's Office, the Maryland State Education Association, the Maryland Association of School Librarians, and the Maryland Library Association work together to promote reading in the month of March. We partner with a local school in order to encourage middle school children to read more.

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

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

EVALUATION PLAN

The Division of Library Development and Services will use several methods to evaluate this plan:

- Reporting of results of individual projects in the annual state programs report
- Annual DLDS assessment and reporting on the progress made towards the goals in the plan provides a window for mid-course corrections, if needed
- Face-to-face and online surveys of constituent groups
- Interviews of constituent groups
- Continuing feedback from stakeholder groups
- Mid-cycle reporting by grantees of progress towards goals
- Measurement of output and outcome targets
- Feedback collected at periodic meetings of various groups of the Maryland library community, including grant recipients, special, public and academic librarians, affiliates of library systems, and others.

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

DLDS reports annually on its projects to the larger Maryland library community at the annual Maryland Library Association Conference in May. Progress towards the goals in this plan will be reported and feedback will be solicited.

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

STAKEHOLDER INVOLVEMENT

Maryland's LSTA program encompasses many statewide programs and a considerable number of local projects; grant applications can and do include partnerships with all types of libraries. Also, this plan recognizes that all libraries have some common areas of interest, e.g., staff training, electronic resources, e-books, and mobile devices.

To ensure that this Maryland State Plan reflects the needs of all types of libraries and library users, these activities were or will be undertaken:
- Several meetings and focus groups were held (detailed in the Needs Assessment section) to determine the needs of the different types of libraries and the activities that they would like to see DLDS undertake in the next five years
- The plan incorporates the recommendations of the independent five-year evaluation of the 2008-2012 Maryland State Plan conducted by Himmel & Wilson (described in the Needs Assessment section).
- There will be an e-book task force comprised of representatives of all types of libraries, to guide future planning in Maryland.
- Regular reports on the plan's progress will be made by the state librarian at the meetings of the following organizations and feedback will be solicited:

- o Maryland Advisory Council on Libraries
- o Maryland Library Consortium
- o Council of Academic Library Directors (CALD)
- Feedback will be solicited from attendees at all of the presentations referenced under the section, "Communication and Public Availability".

All feedback will be used to guide the annual work plans for DLDS.

COMMUNICATION AND PUBLIC AVAILABILITY

The Maryland State Plan will be disseminated by sending print copies to public library administrators, school library media supervisors, and all academic and special library directors in Maryland. It will also be posted on http://www.maplaonline.org and www.mdlib.org (the Maryland Library Association Web site). All constituent groups will be notified when it is posted**.**

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

1. Reports on the annual program will be filed with IMLS and announced to constituent groups.
2. Reports will be made at the quarterly meetings of the Maryland Association of Public Library Administrators (MAPLA) and to other library organizations upon request.
3. A report on the Plan's progress will be made at the Maryland Library Association (MLA) annual conference.
4. Presentations will be made to the Maryland Advisory Council on Libraries at their regularly scheduled meetings
5. A presentation will be made each year at the annual business meeting of the Citizens for Maryland Libraries.
6. Reports will be made to the Library for the Blind and Physically Handicapped Advisory Council at their quarterly meetings
7. An annual written report will be created each year.

MONITORING

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

Maryland State Department of Education

MSDE ✥ Library Services

Division of Library Development and Services

Glossary of Terms:

Activity - A specific deed, action, function, or sphere of action relating to library programming, services, initiatives or design.

Community Anchors – The library serves as both the physical and virtual information center of their community.

Community Conversations - open-ended, positive, forward-looking, respectful dialogue facilitated by librarians, involving community-based stakeholders.

Early Literacy Activities Center - A designated location in the library that encourages engaging activities between young children, birth to five years of age, and their care-givers/parents to enjoy the written and spoken word, aided by library professionals skilled in early literacy techniques that can be replicated at home.

Engagement - Participatory, reciprocal exchange pertaining to library services; wherein customers may initiate ideas and libraries may facilitate the exchange.

Facility Plan – Local system documentation and planning with stakeholders to determine best use of resource investments toward the development of library enhancements for the public.

Feasibility Study - A study that looks at the viability of an idea with an emphasis on identifying potential problems, and attempts to answer one main question: Will the idea work and should the library community proceed with it?

Financial Support – Provision of, as appropriate, the delivery of DLDS staff consultation, expertise, direct work hours, technical services, and/or monetary funding.

Innovation - An economically viable and replicable idea that satisfies a specific need, involving the deliberate application of information, imagination and initiative. May be *evolutionary*, involving incremental advances in technology or processes impacting existing routines; or r*evolutionary*, disruptive of routine, frequently requiring new user-learning.

Learning Libraries - Maryland library teams, using a shared understanding of the "Principles of Learning Libraries", plan, implement and evaluate a project that results in positive change within their respective library systems so that libraries can become more nimble and adaptive to change.

Maryland Library Consortium – A voluntary consortium of academic, public, school, and special libraries in the state of Maryland created to 1) leverage cooperative purchasing power

for electronic resources, and 2) present a unified voice for requests made before the state general assembly.

Partnering - A process of collaborative teamwork, targeting a common audience, to achieve mutual objectives and measurable results through spoken and written agreements, as well as productive working relationships.

Program - A system of services, opportunities, or projects, usually designed to meet the library community need.

Public Library Staff Certification – Compliance with the Code of Maryland Regulation (COMAR) 22.04.03.06 entitled "Public Library Personnel Eligible for Membership". Targeted towards pre-professional public library staff.

Report Briefing - A formal outline illuminating and listing primary opportunities along with supporting evidence and documentation.

Strategic Plan - Local system planning with stakeholders to determine best use of library resources and services toward the development of library enhancements for the public. A management tool that enables a library system to focus its energy to ensure responding to changing community needs.

Statewide Staff Development Blueprint –A detailed plan of action, reviewed annually, to guide staff development in Maryland libraries.

Technology Plan - A design for the future use of technology that contributes to the success of the library's mission and program delivery.

Unconference – A facilitated, participant-driven event centered around a theme or purpose wherein all attendees are expected to engage in information-sharing.