



Connecting People to Information and Ideas

September 24, 2017

Ms. Julie Walker
State Librarian
Board of Regents, University System of Georgia
Georgia Public Library Service
1800 Century Place, Suite 150
Atlanta, GA 30345-4304

Dear Ms. Walker:

I'd like to take this opportunity to congratulate you on the submission of your Five-Year Plan (FY 2018-FY 2022). Your plan outlines how the State of Georgia intends to impact communities by providing programming for veterans, early learning and information/broadband access.

State Library Administrative Agencies benefit from having a bird's eye perspective on libraries, communities, and partners, and your Plan demonstrates a strong commitment to these stakeholders.

Most importantly, your Plan documents the need for and impact of LSTA funds in the communities you serve. It is an excellent framework for the future, and it is approved for the full five-year period.

Thank you for working with IMLS throughout this process. While IMLS will continue to work with states on aligning their activities and measures with the new State Program Report framework, it is my hope that this Plan will lead to an excellent evaluation five years from now. We look forward to tracking your progress and to our continued working together.

Sincerely,

Dr. Kathryn K. Matthew
Director
Institute of Museum and Library Services



GEORGIA PUBLIC
LIBRARY SERVICE

Library Services and Technology Act

Grants to States Program

Five-Year Plan for Georgia's Public Libraries FY2018 - FY2022

Submitted by:

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Introduction

The Georgia Public Library Service (GPLS) is the state library administrative agency and a unit of the Board of Regents, University System of Georgia. Directed by Julie White Walker, GPLS comprises 58 professional librarians and support staff located in Atlanta, Georgia. The Georgia Library for Accessible Statewide Services (GLASS) is also a division of GPLS. GLASS serves as the regional library for Georgia serving citizens with visual or print disabilities.

The professionals at the Georgia Public Library Service strive to fulfill their mission of empowering libraries to improve the lives of Georgians. The task, and our role, is expected to grow larger and more critical in the next five years, as state funding for libraries faces greater scrutiny on a local, state and national level. Demand for library services continues to grow while libraries are increasingly asked to do more with less.

The last five years have brought significant changes to the way residents use public libraries. While library-owned desktop computers are still filled every open hour of the day, library users walk through the door with a variety of wireless devices that require library bandwidth and management. New, developing formats of library materials are changing purchasing patterns, requiring libraries to explore and negotiate new frontiers. As materials budgets shrink, these decisions and their implications for communities become increasingly complex and challenging.

The Georgia library community has initiated a number of outstanding and nationally recognized collaborative programs, such as GALILEO (Georgia Library Learning Online), Georgia's virtual library; and PINES (Public Information Network for Electronic Services), which connects nearly 300 public libraries with a shared automation system and statewide resource-sharing network. In addition, Evergreen, the open source integrated library system, was developed by staff of the Georgia Public Library Service and is now used in over 1,500 libraries worldwide.

Library Services and Technology Act (LSTA) funding is essential to the success of numerous GPLS services and programs. GPLS strategically allocates LSTA funds to support the foundational services most needed and desired by public libraries in Georgia. GPLS leadership invests LSTA resources primarily in "on-behalf" services that level the field for Georgia's many diverse public libraries, offering significantly greater value and impact than could be achieved by individual libraries working independently.

A nationwide study conducted by the Parthenon Group with assistance from Georgia Regents Public Library Advisory Committee (RPLAC) (as part of a study of state library agencies funded by the Bill and Melinda Gates Foundation in 2012) found that "all of the agency's initiatives leverage its comparative advantage over individual libraries and that GPLS's costliest initiatives are highly used and valued." The study found that "GPLS's model of using the entirety of its LSTA grant funding for statewide services (instead of for grants to individual libraries) allows the agency to effectively leverage its scale. The LSTA money used in this way benefits a broad set of libraries and arguably goes farther than does distributing small sums to individual recipients." These findings and the success of the last five years continue to reinforce the conclusion that investments in PINES, GALILEO, technology infrastructures, children and youth programming, GLASS and the following LSTA-supported initiatives are desired and highly valued by Georgia's libraries and their patrons.

It is GPLS's intent to enhance and strengthen these projects and to continue to develop outstanding library programs, resources and services for all Georgians. These guiding principles were used in developing the programs and services that make up the 2018 – 2022 Five Year Plan.

Needs Assessment

In addition to the study referenced above, GPLS employs a variety of methods to continually assess the many and varied needs of Georgia's libraries. The Regents Public Library Advisory Committee (RPLAC, which also serves as the LSTA advisory committee) comprises 12 public library directors elected by peer groups representing library systems large and small, single and multicounty. Representation from the University System Board of Regents also contributes to this committee. RPLAC meets regularly to discuss matters of importance to public libraries, focusing on funding, programs and services. GPLS relies on the advice of this group for questions related to funding formulas, policy changes, legislative initiatives and the evaluation of programs and services from the state library agency. Programs funded by LSTA are discussed on an annual basis as GPLS seeks input from the field on the best use of these funds.

Along with RPLAC, several other standing committees and working groups provide valuable advice and input to the decisions made at GPLS. The PINES Executive Committee, PINES functional subcommittees, GALILEO Steering Committee, Continuing Education Advisory Group, PACE (Professional and Continuing Education Interest Group, a Georgia Library Association Committee), Georgia Statistics Advisory Committee, Library Consumer Advisory Council (LCAC, made up of consumers of Library for the Blind and Physically Handicapped services) and GLASS Outreach specialists (sub-regional library outlets for LBPH services) are several of the standing groups that include library administrators and staff from public and academic libraries who are deeply engaged with the services and programs provided by GPLS and continue to provide front-line perspective and advice as GPLS evolves and enhances its services. Analysis of survey results and feedback clearly shows a consensus among stakeholders as to the following most critical needs in Georgia's library communities.

- **PINES** - The Public Information Network for Electronic Services provides an integrated library system (ILS) and associated services for nearly 300 public libraries, comprising hardware and software hosting and support, statewide help desk, statewide courier service, pre-minder notices, card expiration and overdue notice production, training and consultation services and system administration. PINES is consistently identified as the most-valued GPLS-provided service, and user surveys support additional funding for PINES as a top priority. With over 1.86 million active cardholders circulating over 17 million items per year, PINES confirms its vital place in communities all over Georgia. PINES users borrow almost 630,000 items not available to them locally, which the GPLS-funded courier delivers to their nearby PINES library. Open source development is a critical need if PINES is to continue offering a high standard of library automation. Potential new member libraries are waiting for the rollout of key features, such as the acquisitions module and web staff client for Evergreen, before joining PINES. Existing member libraries have essential priorities for development efforts including mobile applications and patron account enhancements.
- **IT Network and Support** – Every library in Georgia provides broadband for patron use. High-speed internet service is a foundational public library service. GPLS provides support and facilitation for the assessment, contract provision and management of internet service providers for its 63 library systems, totaling 409 facilities. In addition, GPLS provides support for every system in filing E-rate applications, the federal funds necessary to subsidize the network. There is a critical need for graduated increases in bandwidth speeds at libraries throughout the state. GPLS is embarking on a new model for providing essential bandwidth and the support services, including filtering, in all 159 counties.

GPLS IT staff also provide much-needed IT training, consulting, and website and email management and support. Public library staff rate all IT services as essential and strongly support the addition of programming and services focused on emerging technologies, such as the Tech Loaner Kits, the hosting of cloud public access computing, and the Technology Boot Camp.

- **Resource Sharing** – GPLS has built its mission around the power of collaboration; resource sharing is the backbone of library services in Georgia. The provision of OCLC[®] (Online Computer Library Center) shared cataloging and ILL (inter library loan) services are critical to library operations, and the GALILEO (Georgia Library Learning Online) program continues to rank as a top priority. GALILEO is a partnership to purchase and provide electronic resources between 2,000+ members of these communities: the University System of Georgia, GPLS, the Technical College System of Georgia, public and private K-12, and a group of private academic colleges and universities. GALILEO institutions access resources indexing thousands of periodicals and scholarly journals, encyclopedias, business directories and government publications, many in full-text. Recent additions have expanded e-book titles, legal forms and language learning.

Another resource sharing initiative, Georgia HomePLACE (Providing Library and Archives Collections Electronically), encourages public libraries and related institutions across the state to participate in the Digital Library of Georgia, a GALILEO initiative and hub for the national Digital Public Library of America. By shifting the focus from funding repetitive digitization projects at individual institutions to a collaborative model that centralizes infrastructure, HomePLACE is able to support primary source projects at the local level. This support includes training in digital project development and management, maintaining project standards and guidelines and providing access to imaging equipment. This allows access to the primary source history of Georgia to students and researchers across the state, and across the country, allowing the library to serve as a platform for knowledge building.

- **Summer Reading** - Public libraries are a ubiquitous resource for early and family literacy programs. Libraries provide a safe, nonthreatening environment for families to come together to read and discuss books, self-select materials and develop literacy skills that will help them become strong, lifelong readers. Research shows that programs such as Summer Reading and PRIME TIME Family Reading Time[®] have a transformative impact on participants long after the program's conclusion. GPLS is exploring partnerships to address the literacy needs of pre-readers (birth to 4) as a core responsibility of public libraries, building on our strong foundation with Every Child Ready to Read and PRIME TIME Family Reading Time[®] programs. Summer Reading actively tries to engage participants in user surveys to collect informative feedback regarding program success and necessity. Users regularly provide useful and positive feedback, such as, "The summer reading program is a major event in our county. We could not afford to fund this program on our own."
- **Continuing Education** - Georgia's libraries rely on GPLS-sponsored continuing education opportunities to keep staff at all levels up-to-date on current trends, technologies, and research. Intensive, multiday workshops for technology staff, business managers, catalogers and children's services staff have proven to be popular and well-attended, and multiple surveys indicate the demand for these to continue annually. In addition to continuing our current,

successful efforts, GPLS plans to respond to library requests for leadership and GALILEO training in the upcoming years. GPLS has recently developed a fully functional learning management system, the Georgia Learning Center, for hosting all archived webinars, self-paced courses, and the continuing education training calendar. GPLS will continue to increase the range of continuing education to Georgia libraries and seek to enhance its offerings to the benefit of library staff.

- **Community Engagement** - GPLS's work in developing collaborative partnerships between libraries and other agencies and programs has resulted in spectacular success stories. GPLS partners with a number of state and private organizations to provide enhanced support and awareness for state public libraries. While maintaining these partnerships, GPLS seeks to develop additional partnerships that leverage the resources of both libraries and outside organizations for the benefit of all users.

GPLS-sponsored strategic partnership programs have saved Georgia users millions of dollars in direct expenditures during the past 13 years, provided hundreds of hours of free programming and ongoing exhibition experiences at public libraries across the state. With a current annual value of more than \$2 million, the cumulative value of these programs at the conclusion of federal FY 2017 is on track to exceed \$15.5 million. Working with our partners, GPLS will develop mobile programming toolkits that will further engage and enhance the lives of Georgia citizens, wherever they are in the state. Additionally, the state will continue to develop and build the capacity of its public libraries to create and implement effective strategies that will have a measurable impact on awareness of the value libraries provide to their communities and increase usage of library resources.

- **Georgia Library for Accessible Statewide Services (GLASS)** - GPLS provides library services for the blind and those with print impairments. GLASS is the regional library for Georgia in partnership with the National Library Service and the Library of Congress. The GLASS network of subregional libraries and outreach and advisory centers strive to identify and provide outreach to eligible individuals and agencies. They provide advisory services to connect these readers to reading material. In doing so, GLASS maintains and builds awareness of the latest adaptive technologies and services (e.g., free downloadable audiobooks) and implements new technologies that are appropriate. This includes circulating and maintaining NLS-provided resources (recorded books and magazines, audio playback machines and equipment, braille books and magazines) and providing access to materials of local interest and special requests of patrons through the recording, duplication and distribution of local materials. With over 15,000 registered users and an annual circulation of over 1 million items, the GLASS network provides an important service, yet reaches only about 9.5 percent of estimated eligible users. Moving forward, GLASS is striving to reach a higher percentage of users and advocate for additional services and programs for these users. The recent redesign of the outreach structure in Georgia will encourage more opportunities to promote the services to those who are eligible. GPLS has received overwhelmingly positive feedback in regards to the access GLASS provides its users. As one reader says, "It's absolutely fantastic. I remember participating in various book clubs when I was young, and I loved them. But I haven't been able to participate in one for the past 50 years, until now."

In addition to the studies and focus groups mentioned above, GPLS deeply examines areas of critical need through a variety of assessments, data collection and studies. GPLS monitors usage reports on an ongoing basis to determine areas of growing use and need. For instance, in 2016, GALILEO received over 329,000 search

queries from public libraries alone (where desired resources were successfully provided), a 9 percent increase over 2015 queries of the same type. Internally, GPLS implements ongoing user satisfaction surveys to monitor and collect feedback for future programming needs. For example, in the 2017 Annual User Satisfaction Survey for PINES, GPLS identified that over half of PINES users are using the system on a weekly basis, making PINES one of GPLS's highest regularly utilized programs. The Technology Boot Camp also uses an annual follow-up survey of participants that directly informs the following year's program content and structure, as well as provides feedback in regards to utility. One participant responded, "Great event. Provides the support that libraries need to strive for the next level."

However, some of the most important feedback assisting GPLS in monitoring its success (and areas needing improvement) is found through the required independent SLAA (State Library Administrative Agency) evaluation most recently conducted on the previous five-year plan. The 2013 – 2017 Five-Year Plan evaluation found that "the Georgia Public Library Service has done an effective job of leveraging the use of LSTA funds over the years to support significant improvements and changes in library services in the state of Georgia." The following recommendations discussed below played an important role in focusing the 2018 – 2022 Five-Year Plan.

With the expectation that federal budgets for libraries will be under continued scrutiny moving forward, it is now more important than ever that local library systems; (local, state and federal) legislators, library users, and other stakeholders recognize the contribution LSTA funding makes to public library programming resources, and in Georgia's case, the broad infrastructure of necessary services. The evaluation of the 2013-2017 GPLS Five-Year Plan found that "library staff do not understand the scope and breadth of LSTA funding." Not only is awareness important for sustaining support for LSTA funding, awareness was found to be key in associated satisfaction scores as "increased awareness may also improve the level of satisfaction with LSTA funded projects." Low familiarity in survey results is often associated with low satisfaction. Awareness concerns seemed to underscore nearly all areas where specific recommendations were made by the evaluator. Therefore, GPLS plans to implement an "awareness campaign to make library staff members throughout the state more familiar with [LSTA] projects" by including targets specifically focusing on increasing awareness.

GPLS has additionally made a concerted effort to re-evaluate methods for developing targets in attempts to create more "realistic, measurable targets" while "identifying specific indicators" and data sources. This will allow GPLS to more adequately determine eventual completion of its targets. When evaluating the previous five-year plan, it was found in some circumstances only anecdotal evidence was available to judge whether targets had been met. For some targets, "no mechanism was set up" at all "to measure the extent to which targets were implemented." Moving forward, GPLS has developed a series of outcome-based targets with specific and measurable data sources to monitor target completion. Additionally, GPLS will be implementing an annual assessment on these data sets to monitor progress throughout the five-year period as, with the exception of several noted conferences, all activities and projects will have an implementation timeline spanning the entirety of the five-year period. These changes to target-monitoring methods will be reflected in GPLS's ability to produce creative data visualization and storytelling materials that will further support the LSTA awareness campaign.

GPLS Goals

1. Serve as trusted advisers to the library community
2. Develop a supportive community for Georgia's public libraries
3. Ensure equal access to information and technology
4. Foster a culture of learning statewide

GPLS Mission

“The Georgia Public Library Service: Empowering libraries to improve the lives of Georgians.”

Purposes of the Library Services and Technology Act

- 1)** expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- 2)** establish or enhance electronic and other linkages and improve 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;
- 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 (OMB Control No.: 3137-0029, Expiration Date: 7/31/2018 IMLS-CLR-D-0032) 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 42 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; and
- 8)** carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan (20 U.S.C. § 9141(a)(1-8)).

IMLS Focal Points

1. Lifelong Learning

- a) Improve users' formal education
- b) Improve users' general knowledge and skills

2. Information Access

- a) Improve users' ability to discover information resources
- b) Improve users' ability to obtain and/or use information resources

3. Institutional Capacity

- a) Improve the library workforce
- b) Improve the library's physical and technological infrastructure
- c) Improve library operations

4. Economic and Employment Development

- a) Improve users' ability to use resources and apply information for employment support
- b) Improve users' ability to use and apply business resources

5. Human Services

- a) Improve users' ability to apply information that furthers their personal, family, or household finances
- b) Improve users' ability to apply information that furthers their personal or family health and wellness
- c) Improve users' ability to apply information that furthers their parenting and family skills

6. Civic Engagement

- a) Improve users' ability to participate in their community
- b) Improve users' ability to participate in community conversations around topics of concern

Programs, Initiatives, Activities and Targets

PINES (Public information Network for Electronic Services)

ACTIVITY: PINES Development – Mobile Applications, OPAC (Online Public Access Catalog) Enhancements and Acquisitions

Project Description: The Evergreen ILS (integrated library system) is the open source software that handles circulation, cataloging of materials and the on-line public access catalog. GPLS will continue to participate in development initiatives to improve the Evergreen software. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Assist patrons and staff in using library software through development of additional features.
- Develop a mobile application to help users access OPAC materials and manage their accounts.
- Improve library services to PINES customers and PINES libraries.
- Improve acquisitions productivity for library staff; staff will be able to more easily manage, review, locate and price items for possible purchase.

ACTIVITY: PINES Courier Service

Project Description: GPLS will continue to provide statewide courier services to all regional headquarters libraries. The courier service supports active resource sharing among libraries. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Realize a significant cost savings on behalf of Georgia's libraries by centrally managing and providing the statewide courier service.
- Find further efficiency and cost-effectiveness in the seamless delivery of materials to local libraries.

ACTIVITY: PINES Accessibility

Project Description: The result of an accessibility study conducted by AMAC (Alternative Media Access Center) showed that PINES resources including the Evergreen ILS, both for staff and patrons, need added accessibility development and features. Our goal is to not only be compliant, but to be exemplary with accessible resources for our libraries and library community. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Facilitate discussion and remediation with Evergreen community developers.
- Request assistance for remediation and training from AMAC to assist users with website accessibility.

ACTIVITY: PINES Student Card

Project Description: The PINES team will work with the GPLS director of youth services, other PINES staff, as well as representatives from the Georgia Department of Education to explore the feasibility of providing a student card to students attending Georgia's public schools. **Timeline: Ongoing; Full Five Year Period**

TARGET:

- Students will easily register for a library card and gain access to a larger pool of resources for educational and entertainment purposes.

ACTIVITY: PINES – Growth and Expansion

Project Description: Several libraries have expressed an interest in joining PINES. In order for PINES to add additional libraries, the PINES team will need to add staff, develop features in the Evergreen software and ensure the hardware infrastructure is prepared for growth. **Timeline: Ongoing; Full Five Year Period**

TARGET:

- Develop a strategic plan and conduct an ILS evaluation that will guide future expansion and ensure PINES is well-positioned with technology to allow for future growth.

Resource Sharing

ACTIVITY: Group Purchases for Georgia Public Library Cataloging Staff

Project Description: In order to provide support and maintain national cataloging standards, GPLS will provide public libraries subscriptions for key cataloging resources. The project will be able to leverage cost savings utilizing group subscription rates for WebDewey®, the RDA Toolkit, and Cataloger's Desktop. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Catalogers will maintain and grow relevant knowledge of national cataloging standards.
- The project will find further efficiency and cost effectiveness in the seamless delivery of materials to local libraries.

ACTIVITY: OCLC® Group Services

Project Description: GPLS will purchase access to OCLC® group cataloging and interlibrary loan services for Georgia's public library systems and the state library. **Timeline: Ongoing; Full Five Year Period**

TARGET:

- Increase and economize copy and original cataloging statewide.
- Provide access to information resources beyond the local library holdings at a low cost.

ACTIVITY: GOLD: The Resource Sharing Network for Georgia's Libraries

Project Description: GPLS facilitates resource sharing statewide and across all library types via GOLD, Georgia's Online Database, an interlibrary lending consortium. GOLD members freely loan materials to each other, providing access to information resources that otherwise would not be possible or would incur a cost to borrow. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Participating libraries will be able to freely share resources.
- The membership directory will provide a mechanism for non-OCLC libraries to participate in GOLD.
- Individual participating libraries will see an elimination of some costs.

ACTIVITY: Bibliographic Database Cleanup

Project Description: In anticipation of a PINES expansion to additional library systems, a bibliographic database cleanup will identify and alleviate issues regarding duplicate and incomplete records, MARC formatting errors and lack of authority work. This database cleanup for the nine libraries expressing interest will involve 1.7 million records and will allow for a more seamless and successful transition into the PINES network. **Timeline: As Needed**

TARGETS:

- Develop cleaner bibliographic records within library databases.
- More efficient and successful searches of local library catalogs.
- Increased accuracy of statistical reports.

ACTIVITY: HomePLACE

Project Description: HomePLACE will continue adding strategic, locally important digital projects, with an emphasis on diversifying geographic coverage and including underrepresented communities, which are made available through GALILEO's Digital Library of Georgia. HomePLACE will provide tools for the discovery and use of digitized primary source material in the K-12 educational environment, while planning and implementing professional and continuing education opportunities. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase access, social media sharing, and discoverability of public library collections in the Digital Library of Georgia.
- Level the digitization playing field by making tools, training and equipment available to all.
- Public library staff will have access and knowledge of a reliable, vetted, curated list of standards and resources for care of their archives and special collections.

ACTIVITY: GALILEO

Project Description: GPLS will work closely with GALILEO staff to select online resources for public library use and other initiatives that improve the usability and popularity of the GALILEO databases.

Timeline: Ongoing; Full Five Year Period

TARGETS:

- Allow statewide access to a core set of online resources and provide consistent user experience for library patrons anywhere in Georgia.
- Public libraries will enjoy coordinated training resources and awareness campaigns for GALILEO resources.
- Eliminate costs to individual library systems for these shared online resources.

IT Management – GPLS IT Support – Internal and External

ACTIVITY: Public Access Computing

Project Description: Continue Phase II of the Google Chrome Project, including the use of Google Chrome boxes and Chrome books for public access machines and for mobile labs in libraries. **Timeline:**

Ongoing; Full Five Year Period

TARGETS:

- Continue to bridge the digital divide by supporting public access computers in Georgia's libraries.
- Explore and promote the adoption of low-cost, low-maintenance computing options for use as public access machines and for mobile labs in libraries.

ACTIVITY: Internal and External Productivity Support for Library Staff

Project Description: GPLS has continued to move to the cloud for hosted services, especially as local and on-site email and web hosting has become less and less cost efficient. This same concept is reflected in the assistance provided to local library systems in their migration to cloud-hosted services.

Timeline: Ongoing; Full Five Year Period

TARGETS:

- Offer a secure, economic and robust suite of productivity tools to library staff.
- Reduce the total cost of ownership and maintenance of technology resources.

ACTIVITY: Technology Expansions and Build Outs in Public Libraries

Project Description: GPLS provides consulting services regarding technology expansions, specifically by assisting public libraries in ensuring efficient procurement of computer replacements and technology infrastructure. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Keep libraries current on emerging technologies and provide decision support for technology procurement.
- Advise libraries when planning for critical infrastructure, network access and public computing.
- Secure volume discounts with trusted vendors on behalf of libraries.

ACTIVITY: Technology Support for Libraries

Project Description: GPLS will build a service model for IT support across the state in the form of a team of technology support contractors who will provide basic customer issue support. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Conduct a statewide environmental scan to appropriately define the scope of support and continuing education services to provide.
- Partner with the majority of Georgia libraries to employ a technology contractor in each sector of the state.
- Leverage remote support technologies to save time and money of employee resources.

ACTIVITY: IT Help Desk

Project Description: The GPLS IT department will continue to provide information technology service and support for the GPLS offices, including but not limited to GPLS central office, GLASS, GLASS Distribution Center (GDC) and Public Information Network for Electronic Services (PINES). **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Provide internal desktop support to GPLS, GDC, PINES and GLASS staff.
- Provide management of internal supporting processes, including system and network administration, desktop, procurement, audit support, as well as agency-owned hardware installation and maintenance.
- Provide increased server-side support and information security.

ACTIVITY: Georgia Library Technology Center: galibtech.org

Project Description: The Georgia Library Technology Center is an information clearinghouse for IT administrators in Georgia's public libraries. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Provide resources for Georgia libraries that are specifically IT service related.
- Grow the site to become a clearinghouse for all projects and efforts of the IT team.
- Efficiently manage projects, training and instructional documentation through the website.

IT Management – Broadband Upgrade and Ongoing Support

ACTIVITY: Statewide Broadband Network

Project Description: GPLS works with Schools, the Health & Libraries Broadband Coalition (SHLB), the American Library Association Office for Information Technology Policy (ALA OITP) and the NTCA (The Rural Broadband Association) in order to deliver technologies that help make rural communities vibrant places to live and do business. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Create a consortium that will assure continued provision of broadband for all Georgia libraries.
- Increase broadband speed in libraries across the state.
- Develop a centralized resource for library systems regarding network management to lower the costs of negotiations with internet service providers.

ACTIVITY: E-Rate Support

Project Description: The Georgia Public Library Service assists library systems in determining E-rate eligibility and successfully obtaining federal funding from the Universal Service Administrative Company and the FCC (Federal Communications Commission) in order to receive broadband connectivity to every library in Georgia. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- The GPLS E-rate manager will stay current on rules and regulations as defined by the Universal Service Administrative Company (USAC).
- GPLS will aid libraries in filing for E-Rate.

IT Management – IT Outreach and Education

ACTIVITY: Technology Loaner Kits

Project Description: Similar to a technology “petting zoo,” Technology Loaner Kits (TLKs) are used for both staff and patron training and allow economically diverse populations around the state exposure to emerging technologies, without requiring upfront capital investment from local library budgets.

Timeline: Ongoing; Full Five Year Period

TARGETS:

- TLKs will allow library staff and patrons access to emerging and innovative technologies.
- The kits will equip library staff to conduct programs and specific training for the community and enhance their staff development days.

ACTIVITY: Presentations, Workshops and Library Staff Days

Project Description: Outreach is provided through services and education in order to raise awareness of technology trends and adoption in public libraries. Presentations, workshops, and library staff days involve 409 facilities with over 2,000 employees participating throughout the state. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Provide service to local libraries and to national committees whose work has an impact on funding, policy and opportunities for libraries.
- Provide best practices from experiences and projects collected under the GPLS IT department, through presentations and workshops.
- Develop and leverage partnerships that can further strengthen GPLS efforts to provide exemplary IT support and service to Georgia's libraries.

GLASS

ACTIVITY: GLASS Library

Project Description: GLASS libraries serve over 15,000 patrons in Georgia and primarily engage Georgians who are print-impaired. GLASS offers a range of library activities through the use of assistive technology and by providing accessible reading materials to those who, due to a disability, are unable to read standard print. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase user ability to access GLASS services.
- Contribute and grow local content to the NLS BARD collection.
- Provide more programming targeting diverse populations.
- Develop training for GLASS staff to enhance their understanding of public library resources.
- Arrange workforce development opportunities for persons with disabilities in cooperation with the Georgia Vocational Rehabilitation Agency.

ACTIVITY: GLASS Outreach

Project Description: Outreach is an essential element in raising awareness of GLASS resources and services. GLASS works closely with agencies that serve persons who are vision-impaired or print-impaired. GLASS Outreach works creatively to develop varied resources to allow GLASS the opportunity to reach readers who have need for assistive resources. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Develop creative and varied methods to help inform (and grow) stakeholders and potential users about GLASS services and offerings.
- Provide information and training for public libraries on patron enrollment.
- Provide information and training for public libraries about non-NLS materials and eligibility.

ACTIVITY: GLASS Awareness - Accessible Services

Project Description: GLASS is uniquely poised to educate and facilitate the development of accessible services within Georgia's public libraries. Through educational sessions and curation of available online resources, GLASS serves as a resource for concerns regarding ADA compliance, Section 508 compliance and best practices in regard to accessible library services. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Assure that Georgia public libraries offer accessible services within accessible buildings and use accessible techniques to develop their online resources.

Youth Services

ACTIVITY: Early Literacy Programming

Project Description: Early literacy activities help provide resources and training for library staff to become knowledgeable about early literacy development. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase participation and awareness of 1,000 Books B4 Kindergarten.
- Increase awareness and knowledge of best practices in early literacy among staff.

ACTIVITY: PRIME TIME Family Reading Time[®]

Project Description: PRIME TIME Family Reading Time[®] provides a way for economically and educationally vulnerable families to gain access to all the resources of public libraries and humanities book discussion in a safe, nonthreatening manner. PRIME TIME Family Reading Time[®] series run for six weeks with a team of professionals (coordinator, storyteller, humanities scholar) and operating resources. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase family participation and awareness of PRIME TIME Family Reading Time[®] series.
- Increase access to library resources for families participating in PRIME TIME Family Reading Time[®].
- Increase awareness, knowledge and behavior towards literacy, libraries and the humanities for families participating in PRIME TIME Family Reading Time[®].

ACTIVITY: Summer Reading

Project Description: GPLS coordinates the annual statewide Summer Reading Program that encourages children and families to read for fun during school vacations through the CSLP (Collaborative Summer Library Program). During these programs, family literacy activities are highlighted and parents are encouraged to participate in the programs with their children. Reading logs, bookmarks, posters and stickers are designed to help promote the program in each of the 409 library facilities in Georgia. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Allow students an opportunity to maintain or grow literacy skills during the summer months.
- Increase use of children's library resources during the summer.
- Library systems will conduct Summer Reading Program assessments.

ACTIVITY: Georgia Peach Book Award for Teen Readers

Project Description: GPLS hosts the website and annual selection meeting for the Georgia Peach Book Award, a program that works to promote reading and literacy skills in teens. Each year, a committee of school and public librarians read a wide variety of books and choose a selection for young adults to read and rate. The highest-ranking books receive the GPLS-sponsored award, also administered with the Georgia Library Association and Georgia Library Media Association. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase awareness and participation in Georgia Peach Book Award.
- Cultivate teen interest in young adult literature.

ACTIVITY: "Read Me a Story, Please!"

Project Description: "Read Me a Story, Please!" a partnership between state department of corrections, state prisons, and GPLS, allows offenders to read aloud a series of age-appropriate picture books to their children via video-conferencing. Families will participate in these tele-story times (which will be broadcast from the offender's state prison) at their local public library. The recordings will then be sent to the offender's children along with the set of books. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase in awareness of the program among relevant stakeholders.
- Improved relationships, home environments, attitudes, reading skills and general well-being will be reported by participating families.

Continuing Education

ACTIVITY: Leadership Institute - PINNACLE Program

Project Description: PINNACLE is designed to enhance the effectiveness of Georgia's current and future leadership. PINNACLE lasts 10 months and includes a series of training retreats, a research project and a presentation to the Georgia Libraries Conference. **Timeline: Biennial**

TARGETS:

- PINNACLE graduates will be better prepared for their next leadership challenges.
- GPLS and local library systems will benefit from PINNACLE graduates assuming formal and informal leadership positions with local, regional and state organizations or committees.

ACTIVITY: Youth Services Professional Development

Project Description: The GPLS Youth Services department will plan and implement continuing education opportunities annually. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase public library staff knowledge of current trends and best practices in library service to children, teens and families.
- Provide library staff with the knowledge and confidence to make informed decisions when planning library programs for children, teens and families.

ACTIVITY: GLASS Accessibility Conference

Project Description: The GLASS Accessibility Conference will introduce public library employees to concepts related to accessible library services, focusing on serving persons whose disabilities may impact their ability to fully participate in library activities and to fully utilize a library's traditional print or computerized resources. **Timeline: Biennial**

TARGETS:

- Deliver best practices and information from experts and peers on issues related to persons with disabilities and library programming and resources.
- Partner with state, regional and local agencies to enhance understandings of mutual resources and community support between those organizations and public libraries.

ACTIVITY: Technology Boot Camp

Project Description: The purpose of the GPLS Technology Boot Camp is to annually bring together IT managers from Georgia libraries for an immersive three-day, high-quality professional development opportunity. This type of immersive programming is typically not available for tech managers from the front lines of Georgia's libraries. **Timeline: Annual**

TARGETS:

- Shape future boot camp programming based on feedback from the previous attendees.
- Build out in-depth, hands-on workshops on emerging technologies.
- Allow IT staff from across the state to connect and establish contacts, collaborate and share expertise across various channels.

ACTIVITY: Technology Education for Libraries

Project Description: GPLS will build an outreach and education service model for continuing IT support across the state. This will include basic level technical support functions and any additional support based on consistent needs found statewide. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Conduct a statewide technology scan to identify areas of needs.
- Provide staff training, exposure to emerging technologies, and programming to communicate knowledge from system staff to patrons.
- Partner with IT speakers and educators, both in-house and from the broader community, to keep Georgia libraries current on the technology landscape.
- Deliver training and documentation through remote support and other low-cost methods.

ACTIVITY: PINES U (PINES University)

Project Description: PINES U is the training solution for PINES library staff and patrons, involving a combination of self-paced online tutorials, synchronous online training sessions, TED-style lecture videos and online documentation for learning in the use of the Evergreen software for PINES. PINES U includes specialized and targeted training for new and forthcoming technologies and topics. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Assist patrons and staff in using library software through online training mechanisms.
- Provide library staff with continuing education opportunities.

ACTIVITY: Flexible Web Conferencing Services for Staff and Patron Training

Project Description: GPLS will enable public libraries to provide live online training to staff and patrons via web conferencing. GPLS will make available web conferencing software that empowers libraries to host trainings and programs for staff and the public in almost any location that has an internet connection. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase online training opportunities for public libraries.
- Increase professional development training for library staff who work in predominantly rural areas of the state.
- Create opportunities for local library experts to provide learning-based solutions for public libraries of all sizes and locations.

ACTIVITY: Community Engagement Academy

Project Description: GPLS uses its broad resources to develop and implement community engagement strategies and activities at the local level that build awareness and use of those resources. These activities typically occur annually but will be provided as needed. **Timeline: As Needed**

TARGETS:

- Develop online courses, hosted in the Georgia Learning Center, that focus on digital communications, digital presence, web content and social media.
- Develop statewide in-person training courses that equip librarians with the knowledge and skills to implement local communications and partnerships.
- Develop an ongoing community network to allow GPLS to communicate best practices and innovative ideas statewide.

ACTIVITY: The Georgia Learning Center

Project Description: The Georgia Learning Center members have access to a wealth of courses, training content and events for the ongoing professional development of library staff. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Develop training content that increases library staff confidence in identifying and working with changing customer needs.
- Empower library staff to better serve their customers by providing Georgia Learning Center access to Georgia's libraries.
- Create a culture of learning and collaboration between libraries by sharing of documents, resources and best practices between libraries.
- Increase active and registered users of the Georgia Learning Center.

ACTIVITY: Virtual Library Staff Development Day

Project Description: GPLS will host a collaborative, multistate, virtual staff development day. Staff members at all levels and classifications will be invited to participate in this daylong event that covers topics that will be selected and presented by a diverse team of library continuing education agency stakeholders throughout the U.S. **Timeline: Biennial**

TARGETS:

- Increase participation among Georgia libraries and other state library agencies.
- Increase opportunities to share insights and best practices.
- Develop an archive of previous materials for independent learning.

ACTIVITY: Regional Paraprofessional Day Conference

Project Description: GPLS will host regional paraprofessional day conferences biennially. Support staff at various levels and classifications will be invited to participate in these daylong events that cover topics of interest and importance to libraries. Subject matter will be selected and the event will be coordinated with input from a diverse team of library staff throughout Georgia. **Timeline: Biennial**

TARGETS:

- Provide training content that increases staff comfort in working with changing customer needs.
- Create opportunities to increase collaboration and share insights and best practices across various library types.
- Increase attendance and participation at regional paraprofessional conferences.

ACTIVITY: Georgia Public Libraries Catalogers' Conference

Project Description: GPLS holds a training conference for public library catalogers to support awareness of national cataloging standards. **Timeline: Biennial**

TARGETS:

- Provide training on RDA (Resource Description and Access), the Dewey Decimal System and other cataloging tools.
- Enable public library catalogers to streamline their workflow.
- Assist in developing a shared support knowledge network.

Community Engagement

GPLS has developed multiple partnerships with organizations across the state that build awareness of public libraries and their services. The role of managing, growing, and hosting partnership activities among these partners has grown to the point that GPLS has created an entirely new activity “Strategic Partnerships” to focus solely on this important work. “Communications” will continue as an important activity at GPLS, while remaining in tandem under this new department umbrella “Community Engagement.”

Both activities “Communications” and “Strategic Partnerships” provide enhanced support and awareness for the state’s public libraries by building their capacity in advocacy efforts and offering programs and services at no cost to patrons. Additionally, they support all LSTA funded activities by providing direct and indirect assistance through communicative awareness efforts.

ACTIVITY: Communications

Project Description: Through the *external* communications department GPLS collectively makes broad communication efforts by developing and implementing coordinated communications and online media programs for *public libraries and their users* that raises awareness of local, state and federally funded initiatives, programs and activities in Georgia’s libraries, such as PINES, GALILEO, GLASS, summer reading and strategic partnerships. This effort particularly targets LSTA funding awareness in local library systems on recommendation of the previous five-year plan evaluation results. Additionally, PINES, GLASS, and Information Technology departments provide *internal communication* support to *local library staff* providing information and assistance with programs and services through websites, list-servs, newsletters, and social media outreach. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Public library staff will be able to more easily access, navigate and engage with the GPLS hosted websites, library system websites, and GPLS social media streams presence.
- Increase awareness of Georgia’s public library services and programs for library users and staff.
- Provide Georgia public library systems with access to resources and support for hosting and maintaining websites.
- Publish and encourage distribution of “GPLS News,” (a bimonthly, eight-page newsletter) and an online news website to highlight various GPLS and Georgia libraries’ activities.

ACTIVITY: Strategic Partnerships

Project Description: Strategic partnerships aim to increase library use, educational opportunities, awareness of services, and the promotion of community engagement while saving libraries and patrons money. GPLS strives to nurture, maintain and expand our current programs while pursuing additional partnership opportunities around the state. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Provide Georgia public libraries with access to collaborative and innovative outreach programs and support resources.
- Promote awareness of GPLS and partner organizations and programs at statewide events, conferences and conventions.
- Aid libraries in establishing and pinpointing local collaborative partnerships within their communities.
- Explore and develop library resources and services that address the needs of veterans and their families.
- Explore and develop statewide partnerships to align public libraries, local communities and individuals with workforce development opportunities.

Research and Statistics

ACTIVITY: Georgia's Public Library Statistical Program

Project Description: The GPLS Statistical Program provides a state data coordinator to collect, analyze and publish public library and state library agency statistics for use at national, state and local levels of government to reflect improvement of library management and services in Georgia's public libraries.

Timeline: Ongoing; Full Five Year Period

TARGETS:

- Provide meaningful outreach and training on public library statistics.
- Improve annual reporting compliance among Georgia library systems.
- Encourage public libraries to use and increase use of statistical data and methods with stakeholders.
- Deliver a wide variety of statistical references and resources.

Professional Library and Administrative Services

ACTIVITY: Professional Collection, State Library

Project Description: The professional collection, the state library agency's library, makes accessible and circulates the broadest scope of materials that are pertinent to library and information services practitioners in Georgia. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Increase total PINES and WorldShare Interlibrary Loan circulation.
- Increase awareness of the collection to the broader library community.
- Provide access to the most current materials in the field in a variety of formats and in a timely manner.

ACTIVITY: LSTA Administration

Project Description: LSTA administration provides guidance, training and resources for LSTA-funded programs, while assisting departments with budget planning methods, program reports, financial reporting and compliance standards for the LSTA program. **Timeline: Ongoing; Full Five Year Period**

TARGETS:

- Complete annual and biannual LSTA-required reports.
- Provide assistance and support to project directors with financial management, reports and planning.
- Coordinate with departments to ensure increased statewide awareness of LSTA-funded programming.
- Maintain the LSTA Five-Year Plan Database of target metrics, as well as annual Five-Year Plan follow-up assessments.

GPLS GOAL: Serve as trusted advisers to the library community.

IMLS Focal Areas Supported by GPLS Goal	IMLS Intents Supported by GPLS Goal	Projects Fulfilling these Goals and Intents
Information Access	a) Improve users' ability to discover information resources b) Improve users' ability to obtain and/or use information resources	PINES; Resource Sharing; IT Management (Internal and External Support, Broadband Upgrade, Outreach and Education); Youth Services; Professional Libraries, Administrative Services
Institutional Capacity	a) Improve the library workforce b) Improve the library's physical and technological infrastructure c) Improve library operations	PINES; Resource Sharing; IT Management (Internal and External Support, Broadband Upgrade, Outreach and Education); Continuing Education, Statistical Program, Professional Libraries, Administrative Services
Lifelong Learning	a) Improve users' formal education b) Improve users' general knowledge and skills	Resource Sharing; IT Management (Outreach and Education); Youth Services; Continuing Education; Professional Libraries, Administrative Services
Civic Engagement	a) Improve users' ability to participate in their community b) Improve users' ability to participate in community conversations around topics of concern	Youth Services; Continuing Education; Research and Statistics
Human Services	b) Improve users' ability to apply information that furthers their personal or family health and wellness c) Improve users' ability to apply information that furthers their parenting and family skills	Resource Sharing; Youth Services
Economic and Employment Development	a) Improve users' ability to use resources and apply information for employment support b) Improve users' ability to use and apply business resources	Resource Sharing; Continuing Education;

GPLS GOAL: Develop a supportive community for Georgia’s public libraries.

IMLS Focal Areas Supported by GPLS Goal	IMLS Intents Supported by GPLS Goal	Projects Fulfilling these Goals and Intents
Information Access	a) Improve users’ ability to discover information resources b) Improve users’ ability to obtain and/or use information resources	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Community Engagement; Professional Libraries and Administrative Services
Institutional Capacity	a) Improve the library workforce b) Improve the library’s physical and technological infrastructure c) Improve library operations	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; Continuing Education; Research and Statistics; Professional Libraries and Administrative Services
Lifelong Learning	a) Improve users’ formal education b) Improve users’ general knowledge and skills	Resource Sharing; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Continuing Education; Professional Libraries and Administrative Services
Civic Engagement	a) Improve users’ ability to participate in their community b) Improve users’ ability to participate in community conversations around topics of concern	GLASS; Youth Services; Continuing Education; Community Engagement; Research and Statistics
Human Services	a) Improve users’ ability to apply information that furthers their personal, family, or household finances b) Improve users’ ability to apply information that furthers their personal or family health and wellness c) Improve users’ ability to apply information that furthers their parenting and family skills	GLASS; Youth Services
Economic and Employment Development	a) Improve users’ ability to use resources and apply information for employment support b) Improve users’ ability to use and apply business resources	Resource Sharing; Continuing Education

GPLS GOAL: Ensure equal access to information and technology.

IMLS Focal Areas Supported by GPLS Goal	IMLS Intents Supported by GPLS Goal	Projects Fulfilling these Goals and Intents
Information Access	a) Improve users’ ability to discover information resources b) Improve users’ ability to obtain and/or use information resources	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Community Engagement; Professional Libraries and Administrative Services
Institutional Capacity	a) Improve the library workforce b) Improve the library’s physical and technological infrastructure c) Improve library operations	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; Continuing Education; Research and Statistics; Professional Libraries and Administrative Services
Lifelong Learning	a) Improve users’ formal education b) Improve users’ general knowledge and skills	Resource Sharing; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Continuing Education; Professional Libraries and Administrative Services
Civic Engagement	a) Improve users’ ability to participate in their community b) Improve users’ ability to participate in community conversations around topics of concern	GLASS; Youth Services; Continuing Education; Community Engagement; Research and Statistics
Human Services	a) Improve users’ ability to apply information that furthers their personal, family, or household finances b) Improve users’ ability to apply information that furthers their personal or family health and wellness c) Improve users’ ability to apply information that furthers their parenting and family skills	GLASS; Youth Services
Economic and Employment Development	a) Improve users’ ability to use resources and apply information for employment support b) Improve users’ ability to use and apply business resources	Resource Sharing; Continuing Education

GPLS GOAL: Foster a culture of learning statewide.

IMLS Focal Areas Supported by GPLS Goal	IMLS Intents Supported by GPLS Goal	Projects Fulfilling these Goals and Intents
Information Access	a) Improve users’ ability to discover information resources b) Improve users’ ability to obtain and/or use information resources	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Community Engagement
Institutional Capacity	a) Improve the library workforce b) Improve the library’s physical and technological infrastructure c) Improve library operations	PINES; Resource Sharing; IT MANAGEMENT – GPLS IT Support – Internal & External; IT MANAGEMENT – Broadband Upgrade & Ongoing Support; IT MANAGEMENT – IT Outreach & Education; Continuing Education; Research and Statistics
Lifelong Learning	a) Improve users’ formal education b) Improve users’ general knowledge and skills	Resource Sharing; IT MANAGEMENT – IT Outreach & Education; GLASS; Youth Services; Continuing Education
Civic Engagement	a) Improve users’ ability to participate in their community b) Improve users’ ability to participate in community conversations around topics of concern	GLASS; Youth Services; Continuing Education; Community Engagement; Research and Statistics
Human Services	a) Improve users’ ability to apply information that furthers their personal, family, or household finances b) Improve users’ ability to apply information that furthers their personal or family health and wellness c) Improve users’ ability to apply information that furthers their parenting and family skills	GLASS; Youth Services
Economic and Employment Development	a) Improve users’ ability to use resources and apply information for employment support b) Improve users’ ability to use and apply business resources	Resource Sharing; Continuing Education