



*Connecting People to Information and Ideas*

September 14, 2022

Ms. Lourdes A. Leon Guerrero  
Governor of Guam  
Guam Public Library System  
254 Martyr Street  
Hagatna, GU 96910-5141

Dear Ms. Guerrero:

I'd like to take this opportunity to congratulate you on the submission of your Five-Year Plan (FY 2023-FY 2027). 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 groups. You have documented the need for LSTA funds in the communities you serve, and your Plan offers an intentional approach to reaching and impacting them through library services. 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, and we hope that your Plan will lead to an excellent evaluation five years from now. We look forward to tracking your progress and to our continued work together.

Sincerely,

Crosby Kemper  
Director  
Institute of Museum and Library Services

**The Guam Public Library System  
(GPLS)  
254 Martyr Street  
Hagatna, Guam 96910  
Krishnan Seerengan, Director**

**LSTA Five-Year Plan  
2023-2027**

Submitted to the  
Institute of Museum and Library Services  
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Authored by  
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## **MISSION STATEMENT**

*The State Plan should include a mission statement that specifies the type of services the SLAA provides, for what purposes, for whom, and how the SLAA provides the service.*

The Guam Public Library System (GPLS) is the State Library Administrative Agency (SLAA) that manages the Library Services and Technology Act (LSTA), the largest grant program administered by the Institute of Museum and Library Services (IMLS). As the only public library on the island, LSTA funding plays an important role in establishing, maintaining, and improving services to the community and the underserved.

GPLS has used prior LSTA funds to meet the needs of the territory in a manner consistent with LSTA priorities, to promote the development of library services at the local level. Program objectives for 2023-2027 are set forth in 20 U.S.C. § 9141 (a) (1-8). Each goal in the Guam Public Library's LSTA Five-Year State Plan will address one or more of these objectives.

GPLS' Mission Statement is to provide free and open access to information and ideas fundamental to a democracy to every resident of Guam, and will protect intellectual freedom, promote literacy, encourage lifelong learning, and maintain cultural materials.

## **NEEDS ASSESSMENT**

*The State Plan must identify specific needs for library services to be addressed in the pertinent five-year period. This needs assessment should be based on the SLAA's most recent five-year evaluation, complementary data, and advisory input. The SLAA should describe its data sources and the process used to document the State's needs, the audiences to whom the data sources apply, the methods used for data analysis, and the expected process for periodically updating the State's knowledge of its library service's needs.*

The specific library service needs outlined in the Five-Year Plan was taken from the recent Five-Year Evaluation Report conducted by ERS Consultant Services (Independent Contractor), patron surveys, GPLS employees and stakeholders for grant period (2018-2022).

Data analysis for the 2018-2022 evaluation comprised the following methodologies: document analysis, conduct of in-house surveys by GPLS staff, administration of comprehensive independent island-wide surveys, the validation and verification interviews, and a series of weekly meetings were conducted with GPLS Director, administrative staff, and focus groups with key library staff to further validate the key findings. Based on the results of the evaluation, ERS Consultant Services identified the following needs:

### **Expand, Support and Improve Library Programs and Services**

GPLS was without a Program Coordinator (PC) for more than 65% of the time over the last five years due to a number of unforeseen circumstances (death, maternity leave, resignation, long recruitment process). This resulted in the library partially achieving this specific goal, among others. Being able to recruit and sustain the position of a PC is an important priority as this would spur many of the library programs, it's services and carrying out all LSTA activities.

Additionally, with the library's Strategic Plan in place, GPLS has pledged in getting back into the community "post COVID" to bridge learning opportunities in providing the social infrastructure along a wide array of essential educational services: programs, workshops, job search assistance, homework assistance, outreach, and technical and research assistance.

### **Technology Advancement**

Out of 248 surveys completed, 35% of library patrons indicated this need as a priority. All of its six-library facilities serve as a cornerstone for accessing information and technology, developing digital literacy skills, and providing support services to students, families and the entire community. Another part of GPLS' Strategic Plan is to serve as a learning resource center with unlimited internet access, pivoting to passive programming, and online digital content.

### **Training, Workforce Development and Employment**

GPLS will continue the practice of having its employees do a self-assessment and task analysis of their specific responsibilities to increase ownership and accountability. Services to the community will continue to improve if the library staff acquire the knowledge and increase the skills to practice and apply what is learned. Having them staying up to date of their current role will equip them to face the challenges and changes in the future.

### **Conclusion**

Under the current levels of local funding and staffing, GPLS continues to provide minimal service. LSTA funds fuels the initiatives necessary to provide the community with a level of library service it deserves and that meets their needs. All individuals in the territory, no matter the social or economic status, are served by the same public library system.

## **LSTA GOALS FOR FY2023 – F2027**

*Each goal for the five-year period should address at least one need identified in the needs assessment. These goals must be prioritized and the criteria for prioritization should be explained. 20. U.S.C. § 9134 (b)(1). Additionally, all goals must address needs congruent with the purposes and priorities of the LSTA as stated in 20 U.S.C. § 9141 (1-8)*

GPLS has established three goals that encompass various needs and will guide GPLS projects over the next five years. While broad in nature, the goals leave enough flexibility to measure success and outputs, and are also designed to adapt and respond to the changing needs of the libraries and the community, still providing a strong framework that enables GPLS to execute its mission. All goals have equal weight.

1. Expand, Support, and Improve Library Programs and Services
2. Technology Advancement
3. Training, Workforce Development and Employment

## **GOAL NO. 1 – EXPAND, SUPPORT AND IMPROVE LIBRARY PROGRAMS AND SERVICES**

### **LSTA NEEDS:**

**NO. 1** – Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.

**NO. 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.

**NO. 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.

### **Programs/Activities (Time Frame 2023-2027)**

- Recruit and retain a Program Coordinator I (full-time or part-time status), and/or;
- Recruit and retain a Library Technician I **OR** a Librarian (full-time or part-time status)
- Develop and support literacy programs that encourage reading and community involvement
- Develop and support cultural literacy programs to encourage reading and community involvement
- Update and expand library collections
- Increase the dissemination of LSTA funded library services with flyers, brochures, public service announcements (PSA), and all social media platforms

**NO. 4** – Develop public and private partnerships with other agencies, tribes and community-based organizations (CBOs).

### **Programs/Activities (Time Frame 2023-2027)**

- Collaborate and form partnerships with CBOs to support the literacy programs that will help promote and increase awareness of GPLS and its services
- Collaborate and form partnerships with cultural organizations that will help support, promote and perpetuate the island's culture

### **Output Targets:**

- Individuals (from birth through age 17), adults and the elderly
- Individuals living in underserved areas in the community
- Individuals with disabilities
- Individuals with limited functional literacy or information skills
- The entire community

### **Outcome Targets:**

- Increase patron usage in library programs and services
- Reconnecting/re-engaging existing and inactive cardholders, and new members to use the library
- New and updated resources
- Collaboration with CBOs and cross promoting reaching a wider audience
- Providing the social infrastructure by transforming GPLS into a community space. Besides the resources and services offered, utilizing the library to meet, study, play games, or enjoy family time. Patrons using the building are easier to convert to users of library services than those who do not enter

### **Evaluation Methods:**

- Monthly statistical reporting of all library programs and services (program participants, new patrons, new library card sign-ups, number of people using the library, services utilized, number of books checked out, etc.)
- Survey evaluations to program participants (online, focus groups or interviews)
- Survey evaluations to all patrons using the library (online, focus groups, or interviews)
- Documentation and recordkeeping of marketing efforts

### **Funding:**

- LSTA funds will support personnel costs for the following: a) Program Coordinator, b) Library Technician and c) Librarian (*recruitment of items b and c will depend on funding availability and the recruitment process*)
- LSTA funds will support costs associated with program development and supplies.
- LSTA funds will support costs associated with marketing efforts
- LSTA funds will support costs in expanding/updating its book collection

<b>GOAL NO. 2 – TECHNOLOGY ADVANCEMENT</b>
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### **LSTA NEEDS:**

**NO. 1** – Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals’ needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.

## **Programs/Activities (Time Frame 2023-2027)**

- Maintain and expand online database subscription services and software purchases
- Provide a platform of reliable high-speed internet access with enough bandwidth to support the need
- Staying virtually visible via all social media platforms
- Evolving into the 21<sup>st</sup> century

## **Output Targets:**

- Individuals (from birth through age 17), adults and the elderly
- Individuals living in underserved areas in the community
- Individuals with disabilities
- Individuals with limited functional literacy or information skills
- The entire community

## **Outcome Targets:**

- Increase patron usage in library programs and services
- Reconnecting/re-engaging existing and inactive cardholders, and new members to use the library
- Leveraging social media to build a strong digital community presence
- New and updated resources
- Providing the social infrastructure by transforming GPLS into a community space. Besides the resources and services offered, utilizing the library to meet, study, play games, or enjoy family time. Patrons using the building are easier to convert to users of library services than those who do not enter

## **Evaluation Methods:**

- Monthly statistical reporting of all library programs and services (program participants, new patrons, new library card sign-ups, number of people using the library, services utilized, number of books checked out, etc.)
- Survey evaluations to all patrons using the library (online, focus groups, or interviews)
- Documentation and recordkeeping of marketing efforts via social media platforms

## **Funding:**

- LSTA funds will support costs associated with program development and supplies
- LSTA funds will support costs associated with marketing efforts



## **GOAL NO. 3 – TRAINING, WORKFORCE DEVELOPMENT AND EMPLOYMENT**

### **LSTA NEEDS:**

**NO. 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, including those from diverse and underrepresented backgrounds, to the field of library and information services.

### **Programs/Activities (Time Frame 2023-2027)**

- Training opportunities will be offered in a variety of ways. Learning experiences include but are not limited to formal training courses, informal learning activities, mentoring, workplace learning, seminars, on-line courses, conferences, presentations, research, study groups and service activities.

### **Output Targets:**

- GPLS Employees

### **Outcome Targets:**

- Fundamental training for staff to deliver efficient and effective customer service
- Continued practice of having staff do self-assessment and tasks analysis of their specific responsibilities to increase ownership and accountability
- Library staff will be kept up-to-date in the new library information and technology in the 21<sup>st</sup> century
- Increased knowledge and skills to serve and support the community

### **Evaluation Methods:**

- Surveys will be conducted to measure customer satisfaction, comments and feedbacks
- Pre and post survey of staff participating in workshops and continuing education

### **Funding:**

- LSTA funds will support costs associated with program development and supplies

### **Project Timelines**

Most projects and activities will be conducted over the course of the plan on an ongoing basis (2023-2027). Certain project activities may have specific timelines and finite durations. All projects will be executed in accordance with annual work plans developed by GPLS and subject to availability of resources and funds.

**COORDINATION EFFORTS:**

**CROSS-WALK OF SERVICES/ACTIVITIES WITH FOCAL AREAS**

**GOAL NO. 1: - EXPAND, SUPPORT AND IMPROVE LIBRARY PROGRAMS AND SERVICES**

<b>PROJECT/ACTIVITY</b>	<b>FOCAL AREA</b>	<b>INTENT</b>
Recruitment of a Program Coordinator, and/or Library Technician, and/or Librarian	Institutional Capacity	Improve the library workforce Improve library operations
Develop and support literacy programs that encourage reading and community involvement	Lifelong Learning	Improve user’s formal education Improve users’ general knowledge and skills
Develop and support cultural literacy programs that encourage reading and community involvement	Lifelong Learning	Improve user’s formal education Improve user’s general knowledge and skills
Update and expand library collections	Lifelong Learning	Improve user’s formal education Improve user’s general knowledge and skills
Increase the dissemination of LSTA funded library services with flyers, brochures, public service announcements, and all social media platforms	Information Access	Improve user’s ability to obtain and/or use information resources
Collaborate and form partnerships with CBOs to support literacy programs that will help promote and increase awareness of GPLS and its services	Information Access	Improve user’s ability to obtain And/or use information resources

## CROSS-WALK OF SERVICES/ACTIVITIES WITH FOCAL AREAS

### GOAL NO. 2: - TECHNOLOGY ADVANCEMENT

PROJECT/ACTIVITY	FOCAL AREA	INTENT
Maintain and expand online database subscription services and software purchases	Information Access	Improve user's ability to obtain and/or use information resources
Provide a platform of reliable high-speed internet access with enough bandwidth to support the need	Information Access	Improve user's ability to obtain and/or use information resources
Staying virtually visible via all social media platforms	Information Access	Improve user's ability to obtain and/or use information resources
Evolving into the 21 <sup>st</sup> century	Information Access	Improve user's ability to obtain and/or use information resources

### GOAL NO. 3: - TRAINING, WORKFORCE DEVELOPMENT AND EMPLOYMENT

PROJECT/ACTIVITY	FOCAL AREA	INTENT
Training opportunities for GPLS Staff	Institutional Capacity	Improve Library operations

### EVALUATION PLAN

Evaluation of plan goals, projects and activities will be conducted throughout implementation of the Five-Year State Plan through the annual State Program Report to IMLS and by routinely monitoring progress toward project achievement and goal fulfillment. Evaluation will be based on quantitative and qualitative measurements.

Nearing the end of the grant period in 2027, GPLS will contract and hire an independent evaluator to measure progress made in meeting the goals set forth in the plan. The evaluation will follow the guidelines for IMLS Grants to States Five-Year Evaluation.

### STAKEHOLDER INVOLVMENT

A team will be established to develop and implement the Five-Year Plan. The team will consist of GPLS Staff and experts and volunteers to guide in the development of the plan. It will ensure that the execution of the plan is coordinated with the overall mission and goals. Additional opportunities will be provided for library patrons to comment on the LSTA Programs and its direction.

## **COMMUNICATION AND PUBLIC AVAILABILITY**

The Five-Year Plan document will be periodically reviewed by the planning team members. Once the plan has been approved by IMLS, it will publish in print form and on the GPLS website, and made available to all public, academic, and all school libraries and users throughout the plan period. Readers will be invited to email comments. Any substantive revisions to the plan, especially to the needs and goals, will be submitted to IMLS according to the provisions of the LSTA, and to appropriate stakeholders.

GPLS will publicize achievements of important milestones and results of the plan as required for reporting purposes, as well as to meet stakeholder needs. The channel for communicating these achievements will be dependent on stakeholder group needs and will include an appropriate combination of presentations and meetings, print and electronic media and required reports.

## **MONITORING PROCEDURES**

A master list of LSTA funded programs, activities and budgets will be established. Appropriate staff personnel will be assigned to track implementation of the grant and prepare reports as required. The team will conduct an annual review to monitor each project. GPLS will fully comply with the Code of Federal Regulations 2 C.F.R. 200.327-332.

## **CERTIFICATION AND ASSURANCES**

The required signed certifications and assurances are hereby submitted with the original plan to the Institute of Museum and Library Services, State Programs. The certifications and assurances include:

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