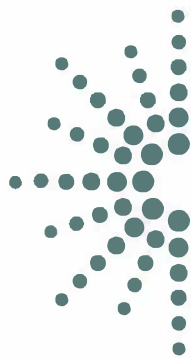


DEPARTAMENTO DE
EDUCACIÓN



PUERTO RICO FIVE-YEAR LSTA PLAN

2023 – 2027



INSTITUTE of
Museum and Library
SERVICES

LIBRARY AND INFORMATION SERVICES PROGRAM
Eliezer Ramos Parés – SECRETARY
Puerto Rico Department of Education

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Mission statement

The Library and Information Services Program (hereinafter referred to as LISP), assigned to the Academic Services Area of the Undersecretary for Academic and Programmatic Affairs Office of the Puerto Rico Department of Education (hereinafter referred to as PRDE), responds to the needs of students and library users and supports the teaching activities carried out in schools, proposing alternatives for educators to strengthen the learning process in the classroom. School libraries, public libraries, municipal libraries, community libraries and the Regional Library for the Blind and Physically Handicapped, as an integral part of the educational system, help schools achieve their mission and goals. Through the activities offered as part of their teaching and community service programs, libraries promote the establishment of a learning community among librarians, teachers, students, and the general population. In addition, they provide an enriched environment of information and learning activities, which arise from the needs of the users and allow the individual to develop the competencies required to learn to learn. Libraries also support the efforts of educational institutions by promoting the mastery of several of the competencies mentioned as required for the user's constructivist social participation. Information literacy aids in the development of critical thinking, problem solving, evaluation skills, teamwork, and lifelong learning. Services offered by libraries help develop these skills through curriculum integration activities where in addition, information and communication technologies and civic and ethical education are integrated in a coherent manner.

Libraries also provide access to information from print and online resources for users to identify and select to meet their information needs and offer instruction for the development of information literacy and critical thinking skills. The different types of libraries provide communities of all ages including students, families, teaching and administrative staff, the appropriate resources to meet the educational, curricular, information and communication technology needs.

The vision of the Library and Information Services Program is a core element that aspires to the creation of a democratic society in which well-informed decisions are made to improve the quality of individual and collective lives. The LIPS's mission is to contribute to the formation of readers and lifelong learners, guaranteeing a space where free access to information and respect for intellectual freedom are provided. In this way, the user will use ideas and information in an effective way, considering the ethical and aesthetic values of society. The goals of the LISP are:

1. **Academic achievement**

Support the academic area through the development of information by means of appropriate educational resources in all types of formats and media.

2. **Cultural activities**

Develop cultural and educational activities in person and in virtual modes.

3. **Lifelong learners**

Develop in students the information competencies that enable them to be entrepreneurs, digital citizens, and lifelong learners.

4. **Habitual reader**

Encourage users to use and appreciate reading in a variety of formats in a playful way, as a means of recreation and intellectual growth, becoming a habitual reader and an effective communicator.

5. **The user as an ethical being**

Commitment to clarify and develop ethical values that promote respect for diversity, inclusion,

equity and respect between men and women, intellectual freedom and free access to information, to contribute to the formation of citizens aware of their duties and rights in a global society.

6. Professionalized school librarians

Provide excellent library and information services, delivered by qualified personnel, knowledgeable in library and information technology. Librarians should possess leadership, skills, abilities, and attitudes necessary for the new global society. Professional development will be provided for both trained and untrained librarians and a state project will be developed, in order to professionalize those interested in pursuing a degree in library science.

7. Integration of parents or caregivers and the community in general

Promote the participation and integration of parents or caregivers and the community in general in library services, both on-site and online.

8. Information infrastructure

Establish an infrastructure of information and literature resources to support online and in person learning processes.

9. Appropriate technology

Integrate the appropriate technology to offer access and provide library and information services with online databases and updated resources.

10. Technological assistance

To meet the interests and individual needs of users and provide human and physical resources appropriate to different learning styles and functional conditions or diversity.

11. Administrative processes

Create and develop effective and agile processes in the administration of school libraries under the Library and Information Services Program.

The Library and Information Services Program (LISP), as the State Library Administrative Agency (SLAA) of the Library Services and Technology Act (LSTA) grant awarded by the Institute of Museum and Library Services (IMLS), is responsible for complying with required federal, state, and regulatory laws. It is responsible for administering the funds in accordance with the statutes, regulations, and requirements of the LSTA and the Government of Puerto Rico. Once the funds are authorized, they are distributed according to the needs previously identified in the Five-Year Plan 2023 - 2027. The funds awarded annually are distributed in three parts: Part A- Administrative Expenses; Part B1- Grants for public and other libraries, Part B2- Grants for school libraries and Part C- Statewide Projects and professional development of librarians.

Puerto Rico has different types of libraries, such as public/municipal, community, academic, specialized, and school libraries. Each library has a different structure and varies in the way it offers services and the population it serves. The types of libraries that the SLAA supports, either directly or through sub-grants with LSTA funds, are described below:

1. Public / Municipal Libraries

Originally, public libraries operated by an agreement between the Puerto Rico Department of Education and the local or municipal government. The PRDE provided the personnel, furniture, book collections and computers while the municipality provided the infrastructure maintenance and payment of water, electricity and telephone services. As the personnel paid by the PRDE retired, many of the libraries were closed by the municipalities. Currently, due to Hurricanes Irma and María (2017), the earthquakes in

the southern area of Puerto Rico (January 2020) and the lock down caused by the COVID-19 pandemic in March 2020, many of the public/municipal libraries have been adversely affected due to the aforementioned natural phenomena. For this reason, the Library and Information Services Program is committed on updating the directory of public libraries around the island that are currently open.

Some of these libraries have inadequate physical facilities and information services. A significant amount of the people working in public/municipal libraries do not have a degree in library science. According to the participants of the questionnaires administered as part of the evaluation of the LSTA 2018 – 2022 Five – Year Plan, most of school, specialized and academic librarians have a master's degree in Library and Information Science. Most school librarians also have a degree in Education. However, almost one-fifth of all respondents have little or no academic preparation in librarianship (19.14%).

2. Public school libraries

The schools of the Puerto Rico Department of Education (PRDE) range from pre-kindergarten to twelfth grade plus three Technological Institutes distributed throughout the 78 municipalities and organized in seven (7) Regional Education Offices. According to the Planning Unit, the total number of schools in Puerto Rico is currently 860 schools, 704 of which have a library. The total number of teachers employed by the PRDE is 23,864 teachers, serving 254,716 students (Planning Unit, 2022). Not all schools have a school library or a professional librarian.

School librarians develop several programs for students, teachers, parents, and the community in general based in the "Library and Information Services Program Standards and Guidelines". These are: Information Literacy Program, Reading Encouragement Program and Community Service Program. These programs guide users to become lifelong learners and help them use information effectively to make informed decisions (Circular Letter 11-2021-2022, PRDE). A description of each program is listed below:

1. The **Information Literacy Program** is developed and supported through the "Big6 Model" strategy in the different school subjects with the purpose of developing in students and users in general, the necessary experiences to form lifelong learners and critical consumers of information.
2. The **Reading Encouragement Program** fosters motivation, appreciation and enjoyment, personal and aesthetic growth through the different literary genres with the purpose of creating habitual readers among the community.
3. As part of the **Community Services Program**, the school librarian:
 - a. Offers in person or virtual reference services and circulation in an established time period (during the mornings, noon or afternoons) according to the school organization.
 - b. Conducts activities related to special projects, such as contests, exhibitions, fairs, concerts, clubs and others.
 - c. Facilitates the technological resources available in the library to the school community.
 - d. Assists users in the search for information through available printed, electronic, and virtual media.
 - e. Disseminates and promotes services, activities, and materials.
 - f. Coordinates activities, orientations and workshops with faculty, parents / guardians, and community.

3. Specialized libraries

There are many specialized educational and professional institutions that have their own libraries in Puerto Rico. Some of these are: Conservatorio de Música de Puerto Rico (Conservatory of Music of Puerto Rico), Museo de Arte de Ponce (Museum of Art of Ponce - MAP), Museo de Arte de Puerto Rico (Museum of Art of Puerto Rico- MAPR), Escuela de Artes Plásticas y Diseño de Puerto Rico (School of Plastic Arts and Design of Puerto Rico), the libraries of the Judicial Branch, some music schools, historical museums, historical archives, and others. There is also the Library for the Blind and Physically Handicapped of Puerto Rico (administered by the PRDE). Specialized libraries may apply for and submit competitive proposals for LSTA funds to support the information services they provide.

4. Community libraries

Many of the community libraries are located in areas that are distant from the main town library; therefore, municipalities or entities establish a library in the distant communities. Some are privately funded, and others are administered by their local government or are a satellite of the main public-municipal library. These libraries offer services to their immediate communities. On the other hand, there are also community libraries that are the product of community self-management. They are created and managed by volunteers and community leaders and serve the most pressing needs of their communities. These libraries are encouraged to submit grant proposals to meet some of the information needs of their users.

5. Academic libraries

All universities, colleges, and private community colleges have libraries. Puerto Rico's academic libraries provide access to information in all types of formats, adequate for each institution's users through appropriate collections, including digital and print materials. With rare exceptions, Puerto Rico's academic libraries serve the information needs of their learning communities throughout the island. Most of these institutions also meet the information needs of their surrounding communities. Some of these libraries also submit individual competitive proposals to the Library and Information Services Program for consideration.

Needs Assessment

Puerto Rico has a land area of 3,423.3 square miles and a water area of 1,900.1 square miles (CENSUS 2020). It is a geographically small island, but with a considerable population. According to the 2020 CENSUS estimate, Puerto Rico had 3,285,874 inhabitants, which ranks #30 in population in the United States and territories (out of 52), and #4 in population density (960 inhabitants per square mile).

According to the 2020 CENSUS, Puerto Rico's population decreased by 439,915 inhabitants which is equivalent to a decrease of 11.8% between 2010 and 2020. This change in the population has been in response to different variables, such as the impact of Hurricanes Irma and Maria in 2017 and the economic challenges and situation of the Island. Because of these situations, the population has been forced to migrate, families and young professionals mostly, to the United States of America, in search of better job opportunities and better living conditions.

San Juan, the capital of Puerto Rico, is the second oldest city of the Americas. The majority of its population lives and works in metropolitan urban areas. Puerto Rico is composed of 78 municipalities, many of them located in small rural towns. On the other hand, the 2020 CENSUS reveals that 39.8% of families are below the poverty line. In addition, of 81,254 grandparents, 36.1% are responsible for the upbringing and welfare of their grandchildren. On the topic of technology, 72.6% have a computer and 64.3% have a broadband

Internet subscription. In other words, the census data shows the impact of poverty on the population and especially on children. On the other hand, it is observed that access to information is still limited due to the lack of a device and broadband Internet services.

Puerto Rico has great challenges and demands that pose a challenge to meet the objectives of libraries in the island. Namely, the finances of the Government of Puerto Rico are under the Financial Oversight and Management Board for Puerto Rico created under the Puerto Rico Oversight, Management and Economic Stability Act (PROMESA) of 2016. It is composed of seven members who are appointed by the President of the United States and one ex-officio member, who is appointed by the Governor of Puerto Rico. The Fiscal Control Board's mission is to work with the people and Government of Puerto Rico to create the foundation for sustainable economic growth and restore debt finances to expand opportunities for the people of Puerto Rico. For this reason, the creation and maintenance of public libraries is becoming more difficult for the government and the municipalities due to the economic situation and the government's debt.

As part of identifying the needs to be addressed in the new LSTA five-year Plan 2023 - 2027, several resources were consulted. The evaluation of the past 2018-2022 LSTA Five-Year Plan, conducted between December 30, 2021, and March 30, 2022, revealed some needs and areas of opportunity that the present plan wishes to address. As part of the data collection conducted by the evaluation team, two electronic questionnaires were administered, and library visits and interviews were conducted with librarians and support staff. From the analysis of the data, several recommendations were offered. LISP staff met on several occasions with the evaluator to discuss the evaluation findings and recommendations, as well as to consult on strategies to identify and address needs observed in libraries during the 2018-2022 Five-Year Plan evaluation process. Also, the LISP convened a stakeholder meeting, composed of school librarians, administrators and librarians from municipal and academic libraries, representatives from academic librarian training programs and professional librarians' organizations in Puerto Rico. At this meeting, the LISP presented the purposes of LSTA funds, the goals included in this Plan; the needs of the different types of libraries and their users were also discussed.

Since the Public Library Survey questionnaire has not been administered in Puerto Rico in the past years, the State Library Administrative Agency (SLAA) will resume the administration of the instrument in order to periodically update the data on library services and resources and to review the needs of the public libraries in Puerto Rico. In this way, the SLAA will be kept informed about the institutions changing needs that require attention.

The most outstanding recommendations from the evaluation of the past 2018 - 2022 LSTA Five-Year Plan are the following:

1. **Improve the visibility of LSTA funds in Puerto Rico.**
Currently, many public/municipal, academic, community and specialized libraries indicated that they were unaware of the availability of LSTA funds and the eligibility of their libraries to apply for these funds. Therefore, the various social networking platforms will be added to the traditional media used (publication in two general circulation newspapers and PRDE's official communications network) to announce the availability of LSTA grant funds for library projects. More in person orientation sessions will be held in the different geographic areas of Puerto Rico and virtual orientation sessions will be recorded and posted. Opportunities will be provided for the presentation of successful LSTA projects.
2. **Increase the impact of LSTA funds in different groups throughout Puerto Rico.**
Most of the projects funded, as well as the projects carried out at the state level,

targeted the school-age population. As such, the number of statewide projects with LSTA funds that support the operations of libraries other than school libraries will be increased. Also, statewide initiatives will be developed to provide professional development opportunities for librarians in all types of libraries.

3. Increase the number of projects supported with LSTA funds.

Improve the process for the call for proposals for LSTA funded projects. This involves providing more support during the proposal writing process and developing coaching and mentoring programs with librarians experienced in LSTA-funded projects.

4. Strengthen the institutional capacity of the Library and Information Services Program.

Increasing the LISP support staff, as well as improving the processes for the administration of LSTA funded projects, will result in greater effectiveness and efficiency in the use of LSTA funds in Puerto Rico.

The LISP conducted a needs study with librarians to improve information services. The results revealed that 99.6% believe that it is important to obtain databases to offer reliable reading and information resources for their users; 98% understand that it is important to integrate e-books about the topics of values and emotions to support users in relation to the atmospheric, telluric and pandemic events during the last five-years in Puerto Rico; 98.5% support the development of reading comprehension and critical analysis to empower users with online readings and activities; 86.6% stated the need for databases for professional development in the field of librarianship. The needs study also inquired about the profile of the students served. The large number of special education students stands out, particularly in the "resource rooms" with 85% and autism with 60.1%. This situation merits offering equipment and training to facilitate the provision of information services to the special education population.

Goals

The Puerto Rico Five-Year LSTA Plan 2023 – 2027 addressed the following four (4) goals:

Goal 1: Promote formal education and lifelong learning for the people of Puerto Rico.

Learning contributes to liberation through information, for every human being. That is, it fosters discovery, problem solving, critical and creative thinking for life. Likewise, libraries must serve diverse populations including users with various disabilities, senior citizens, and people with limited information literacy and technological skills.

The disruption of classes in schools due to the COVID-19 pandemic, has exposed inequities and exacerbated one of the most difficult and challenging pre-existing educational crises for any education system. The most vulnerable student population has been the most affected. On the other hand, the lack of devices and Internet connectivity caused that at least one third of the students were excluded from continuing to learn remotely (UNESCO, 2021). The impact of the pandemic has been such that globally "more than 100 million children will fall below the minimum level of proficiency in reading due to the impact of school closures because of COVID-19" (UNESCO 2021). In other words, this educational crisis is disrupting the foundations for the proper development of an integral human being, so that in the different facets of his or her life he or she may need help. In order to close the gaps in learning and reduce academic lag, it is necessary to carry out initiatives and needs studies to establish reading intervention models so that the Library

and Information Services Program can develop projects to support reading initiatives and initiate help before the children fall even further behind.

According to the PRDE, "education is the cornerstone of our society and a vital factor in the development of the human being as a future citizen" (Explanatory Memorandum of Law No. 85-2018, as amended, p. 2). However, the PRDE has been facing new challenges due to the aftermath of the pandemic and the shutdown that lasted about two years, affecting organizations, private enterprises, government agencies and in the case of schools, teachers teaching classes and students from their homes through *Microsoft Teams* due to the rules of social distancing (Academic Recovery Plan, 2021). Consequently, the academic lag has so far caused students' learning performance to be below what is expected, according to their age, grade level and cognitive developmental level (CHILD). According to the Puerto Rico Department of Education's Plan for Academic Recovery (DEPR, 2021), "concerted actions to close the gaps in learning and performance to reduce the academic lag are very important for today's children and youth, as they promote equity and justice. It is also essential for the PRDE to guarantee the constitutional right to education. This transcends the factors of teaching and learning and affects other rights of the same nature, such as life, freedom and property. In addition, it provides human beings with essential skills for a better quality of life, access to resources and job opportunities" (Statement of Reasons for Act No. 85-2018, as amended, p. 2).

The PRDE conducted an analysis of the data that showed that for the school year ending in May 2021, twenty-four thousand seven-hundred and forty (24,740) of 254,716 students in Puerto Rico's public schools were not promoted (9.71%). An example of this impact are the poor grades observed in the subjects of Spanish, with 21.6%, in English with 22.2% and in mathematics with 23.1% of students failing these subjects. As for special education students, 3.4% failed Spanish, while 3.6% failed English and mathematics. The percentages of economically disadvantaged students who failed the different subjects were as follows: 8.5% in Spanish, 8.7% in English, and 9.1% in mathematics. With the acknowledgement of this data presented in the PRDE's Academic Recovery Plan, the Library and Information Services Program will be engaged in supporting the PRDE's efforts to reduce the students' academic lag with different initiatives.

UNESCO stated that, "school librarians, as well as teachers, are structural actors in the process of innovation that education requires to respond to current challenges in order to achieve quality, equitable and inclusive education throughout life". The school population is also a user of other libraries. However, initiatives to give them access to information in school libraries should be continued. Finally, "...we consider that the library should become the center of reading initiatives in each school and that the librarian has a fundamental role as a mediator of reading, a role that we want to rescue and put in value with actions such as this" (UNESCO, 2020). Through reading initiatives, the LISP will be able to support and accelerate reading processes through cross-cutting themes and generative themes to make reading more relevant to children.

GOAL 2. Improve access to information through projects that impact all types of libraries in Puerto Rico.

Public and municipal libraries need more support, particularly in the preservation of collections. At the same time, it is necessary to facilitate access to up-to-date information resources, in a variety of formats, with special attention to information databases and online resources, in all types of libraries, and for individuals of all ages, and the proper development of information literacy and Information and Communication Technologies.

According to the evaluation report of the LSTA Five-Year Plan 2018-2022, the number of LSTA projects in Puerto Rico that support the operations, especially of public, municipal, community, academic, and specialized libraries, should be increased. These projects will provide better access to information for library users. For UNESCO, access to information is the development of a robust system through which information is made available to citizens. That is, recognizing how fundamentally any development measure must take into consideration how users perceive the quality of information, the nature of the broadband connection to facilitate access, and how information is ultimately used by people (UNESCO 2020).

Goal 3: Optimize the management processes and institutional capacity of libraries in Puerto Rico.

It is important that the LISP, as an entity that supports libraries in Puerto Rico, strengthen its capacity to manage and respond to changes in an organizational culture that fosters adaptability and rapid responses to environmental transformations and conditions. In turn, the LISP could collaborate with different entities to ensure that libraries make changes to complement the information needed by users. In other words, management processes in libraries have already changed and in recent years, they have been working from direct information services in the library, to online information services (teleworking) or in a hybrid manner during the pandemic caused by COVID-19. For this reason, the various processes must be developed, streamlined, simplified and systematized to manage projects and reports online. In addition, it is necessary to increase the visibility of the Library and Information Services Program's services to work with the implementation of publications in the different platforms of social networks, web pages, blog and different media.

One of the recommendations of the evaluation report is to direct efforts to strengthen the institutional capacity of the LISP to improve management processes in order to increase LSTA subsidized projects to benefit libraries. Management processes are important for the smooth functioning and development to automate workflows for data collection so that, the project application processes, and project achievement reports are on an online platform to systematize, simplify and facilitate the processes.

Goal 4: Strengthen the library workforce through professional development and continuing education activities.

The evaluation report of the Five-Year Plan LSTA 2018-2022 PSBI DEPR revealed the need to develop projects aimed at professional development and training of librarians and other library staff in all types of libraries (i.e., public/municipal, community, academic, school and specialized). While most librarians in school libraries have some professional training in Library and Information Science (80.74%), the professional profile of librarians in other types of libraries is quite different. For example, in community and municipal libraries, many librarians indicated that they need more training to perform their duties.

According to the PRDE Planning Unit (2022), of the 860 schools that the PRDE manages, 728 schools or 85% have a library room and only 75% have a regular school librarian with a master's degree in library science. On the other hand, only 1% of the school librarians occupy the position of "transitional eligible", which means that they already have a master's degree in librarianship or are currently studying. What is most worrisome is that 24% of school librarians are teachers with no preparation or certification as librarians and so occupy a "transitional" position. According to the evaluation report of the 2018-2022 Five-Year Plan, among the participants of the questionnaires administered, only 19.14% have a master's degree in librarianship or its equivalent. One of the

recommendations of the evaluation was that there is a need to "provide different professional development opportunities, taking into account different professional and academic backgrounds for librarians from different types of institutions." (LSTA 2018 - 2022 LISP DEPR five-year Plan Evaluation Report). The skills and leadership of current library staff should be enhanced, and progress in the delivery of library and information services should be made. That is, these actions will increase the skills and professionalization of the library staff.

The proposed goals are aligned with different LSTA priorities. The following table shows the relationship between the Puerto Rico Five-Year LSTA Plan 2023 – 2027 Goals and LSTA priorities:

Goal 1: Promote formal education and lifelong learning for the people of Puerto Rico.
<p>LSTA Priority: 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;</p>
<p>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;</p>
Goal 2: Improve access to information through projects that impact all types of libraries in Puerto Rico.
<p>LSTA Priority: 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;</p>
Goal 3: Optimize the management processes and institutional capacity of libraries in Puerto Rico.
<p>LSTA Priority: 2) establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;</p>
<p>7) develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks;</p>
Goal 4: Strengthen the library workforce through professional development and continuing education activities.
<p>LSTA Priority: 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;</p>

Our goals will address six (6) of the nine (9) LSTA priorities, through different projects. Our projects will allow us to attend to different populations, expand libraries services,

strengthen libraries capacity, and improve the library workforce around the island. Our projects and subgrants will allow us to better serve underserved communities and populations.

Projects

In the following tables, the projects for the use of the LSTA grant funds, through the different initiatives and project proposals from the libraries, are contemplated to benefit the users. The projects that the SLAA expects to implement as part of its new plan are as follows:

Goal 1: Promote formal education and lifelong learning for the people of Puerto Rico.					
Project	Development	Population	Methodology	Output	Dates
Information services for users with different disabilities.	Persons with disabilities will be served according to their needs in the various libraries, especially school libraries.	It will be impacted according to the needs of students from kindergarten through twelfth grade and the library for the blind.	PRDE school libraries will be able to submit project proposals for grant funding from LSTA funds; other projects will also be carried out from the LISP.	The number of users with disabilities whose information needs can be met.	October 2023 to September 2027
Reading and writing in the post-pandemic era.	Reading and writing initiatives will be supported as a means of accelerating learning in integration activities with different subjects.	Students from kindergarten through twelfth grade will be impacted.	PRDE school libraries will be able to submit project proposals for LSTA grant funds; other projects will also be carried out from the LISP.	The number of users to be impacted with reading and writing projects.	October 2023 to September 2027
The STEAM approach as an integrative means to develop different skills, especially entrepreneurship.	This approach fosters innovation in students by creating practical knowledge. This will be worked with the subgrantees and with the LISP projects.	We will be making an impact according to the needs of students from kindergarten through twelfth grade.	PRDE school libraries will be able to submit project proposals for LSTA grant funds; other projects will also be carried out from the LISP.	The number of users to be impacted in STEAM, from grades K-12 in public school or public libraries.	October 2023 to September 2027

Goal 1: Promote formal education and lifelong learning for the people of Puerto Rico.					
Project	Development	Population	Methodology	Output	Dates
Access to information in different formats to develop students' collaborative and research skills.	It is important for students to be able to use the online resources of reliable information databases to develop collaboration and research skills.	We will be making an impact according to the needs of students from kindergarten through twelfth grade.	PRDE school libraries will be able to submit project proposals for LSTA grant funds; other projects will also be carried out from the LISP.	The number of print and online resources with perpetual or subscription-based databases to be acquired for different users.	October 2023 to September 2027

Goal 2: Improve access to information through projects that impact all types of libraries in Puerto Rico.					
Project	Development	Population	Methodology	Output	Dates
Information services to different populations in great need and especially to senior citizens.	It will be addressed through needs studies conducted by the different public/municipal libraries in Puerto Rico. This will help to better identify the needs of the different populations, especially the needs of the elderly.	Senior citizens (elderly) and other populations will be impacted, as identified in the needs studies.	Individual libraries may submit proposals for grants with LSTA funds or projects to be developed in the LISP.	Increased services to senior citizens.	October 2023 to September 2027
				Increase in the number of subsidized projects aimed at different non-school populations.	
				User satisfaction with the services provided.	
Reaching more users through cultural and recreational reading activities.	Projects will be developed to attract more users to public/municipal libraries through various recreational, cultural, etc. activities. The library should become the information access	Users in the communities of the different towns around the island will be impacted.	The different libraries may submit proposals for grants with LSTA funds or projects to be developed in the LISP.	Increased services to users.	October 2023 to September 2027
				User satisfaction with the services provided.	

Goal 2: Improve access to information through projects that impact all types of libraries in Puerto Rico.					
Project	Development	Population	Methodology	Output	Dates
	center for the community it serves.				

Goal 3: Optimize the management processes and institutional capacity of libraries in Puerto Rico.					
Project	Development	Population	Methodology	Output	Dates
Automate and streamline project funding application processes and LSTA project achievement reporting.	In order to facilitate the process, an online platform for requests and reports from LISP subgrantees and special projects is to be developed.	Libraries will be impacted so that they can comply with requests and reports.	IMLS will be consulted for the development of a platform to enable the LISP to streamline the various administrative processes.	Increased subgrantee requests for funds through competitive proposals from the various libraries. Reduction in proposal processing time.	October 2023 to September 2027
Catalog information resources and technology equipment acquired with LSTA funds on an online platform.	This project will enable interlibrary loans for the proper use of resources. Users will also be oriented on how to access resources in other libraries.	Users of school, public and municipal libraries, etc. will be impacted.	Acquisition of a cataloging platform or database through the submission of a proposals or through a statewide project from the LISP	Increased lending of information resources in the different libraries.	October 2023 to September 2027

Goal 4: Strengthen the library workforce through professional development and continuing education activities.					
Project	Development	Population	Methodology	Output	Dates
Continuing education projects to increase the skills of library staff.	The needs of librarians and non-librarians working in a library will be addressed to empower the delivery of information and other library services.	Staff working in a library.	The various libraries will complete a needs survey to identify the training they need, in order of priority.	Increase in the provision of information and other library services for users.	October 2023 to September 2027

Develop a curriculum in nationally accredited graduate programs in library and/or information science.	Funds will be identified to develop a work plan to professionalize people who have a bachelor's degree but are not librarians and, in some cases, are missing some classes to become certified.	Staff working in a library.	Staff working in a library will complete a needs assessment to identify if they are interested in graduate level studies (master's level classes in library science or equivalent).	Increased number of professional librarians in order to provide continuity to information services and projects for the benefit of users.	October 2023 to September 2027
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Coordination Efforts

Coordination efforts will be linked to goals, projects, focal areas and intentions. These are:

Goal 1	Measuring success focal areas	Project	IMLS Intent
Promote formal education and lifelong learning for the people of Puerto Rico.	Lifelong learning	Information services for users with different disabilities.	Improve the general knowledge and skills of users.
	Lifelong learning	Reading and writing in the post-pandemic era.	Improve formal user education
	Lifelong learning	The STEAM approach as an integrative means to develop different skills, especially entrepreneurship.	Improve the general knowledge and skills of users
	Lifelong learning	Access to information in different formats to develop students' collaborative and research skills.	Improve the general knowledge and skills of users

Goal 2	Measuring success focal areas	Project	Intent
Improve access to information through projects that impact all types of libraries in Puerto Rico.	Access to information	Information services to different populations in great need and especially to senior citizens.	Improve the ability of users to obtain and/or use information resources.
	Civic engagement		
	Access to information	Recreational reading for all.	Improve users' ability to discover information resources.

Goal 3	Measuring success focal areas	Project	Intent
Optimize the management processes and institutional capacity of libraries in Puerto Rico.	Institutional capacity	Automate LSTA's project application and project achievement reporting processes.	Improve the operation of the library.
	Institutional capacity	Catalog information resources and technology equipment acquired with LSTA funds on an online platform.	Improve the operation of the library.

Goal 4	Measuring success focal areas	Project	Intent
Strengthen the library workforce through professional development and continuing education activities.	Institutional capacity	Continuing education projects to increase the skills of library staff.	Improve the library staff
	Institutional capacity	Develop a curriculum in nationally accredited graduate programs in library and/or information science.	Improve the library staff

As part of the Coordination Efforts, the Puerto Rico Department of Education as the State Library Administrative Agency (SLAA) through the Library and Information Services Program will be coordinating efforts through the various federal and state laws for partnerships and the third sector to promote the goals and projects in accordance with the provisions of law.

EVALUATION PLAN

Goal 1	Outcome – Based Evaluation (OBE)			
	Project	Timeline	Output	Outcome
To promote formal education and lifelong learning for the people of Puerto Rico.	Information services for users with different disabilities.	October 2023 to September 2027	The number of users with disabilities whose information needs can be met.	Support services in libraries for users and students with different disabilities.
	Reading and writing in the post-pandemic era.	October 2023 to September 2027	The number of users to be impacted with reading and writing projects.	Support and improve the development of information literacy for students, especially those who are behind in reading and writing.

	The STEAM approach as an integrative means to develop different skills, especially in the area of entrepreneurship.	October 2023 to September 2027	The number of users to be impacted in STEAM, from grades K-12 in public school or public-municipal libraries.	To support and enhance the development of different skills needed by students in the world of work and entrepreneurship.
	Access to information in different formats to develop students' collaborative and research skills.	October 2023 to September 2027	The number of print and online resources with perpetual or subscription-based databases to be acquired for different users.	Support and improve the search for information so that students develop leadership in collaborating in their research.

Goal 2	Outcome – Based Evaluation (OBE)			
	Project	Timeline	Output	Outcome
Improve access to information through projects that impact all types of libraries in Puerto Rico.	Information services to different populations in great need, especially the elderly.	October 2023 to September 2027	The number of elderly users whose information needs can be met.	Increased services to senior citizens.
	Reaching more users through cultural and recreational reading activities.	October 2023 to September 2027	The number of users that will be impacted through cultural and reading activities.	Increased services to users.

Goal 3	Outcome – Based Evaluation (OBE)			
	Project	Timeline	Output	Outcome
Optimize the management processes and institutional capacity of libraries in Puerto Rico.	Automate and streamline LSTA's project application and project achievement reporting processes.	October 2023 to September 2027	The number of LSTA-funded projects will increase.	It is expected that there will be an increase in requests from the subgrantee in proposals to the various libraries.
	Online cataloging of information resources and equipment.	October 2023 to September 2027	The number of cataloged print resources, online (perpetual license), and technology equipment purchased with LSTA funds.	It is expected that there will be an increase in the number of loans of information resources from different libraries. It is expected to be able to share the resources and equipment that the libraries have.

Goal 4	Outcome – Based Evaluation (OBE)			
	Project	Timeline	Output	Outcome
Strengthen the library workforce through professional development and continuing education activities.	Continuing education projects to increase the skills of library staff.	October 2023 to September 2027	The number of library staff taking workshops to improve information services.	Increase in the provision of information services for users.
	Develop a curriculum in nationally accredited graduate programs in library and/or information science.	October 2023 to September 2027	The number of librarians being prepared in accredited library schools.	Increase in the number of new professional librarians in order to provide continuity to information services and projects for the benefit of users.

Stakeholder Involvement

An advisory Stakeholder Committee was established to provide input on the new LSTA Five – Year Plan 2023 – 2027 for the Puerto Rico Department of Education, assigned as the SLAA by the IMLS. The committee is composed of members from professional organizations in the field of librarianship, universities with schools in library science, librarians from public libraries, and part of the staff of the Library and Information Services Program. First, an email communication was sent to them prior to the meeting, explaining in context the process of the new plan; the following documents were attached: the LSTA Five – Year Plan 2018 – 2022, the evaluation of that plan, the IMLS Strategic Plan 2022 – 2026 and a link to a questionnaire for them to react to prior to the meeting. Meanwhile, they were sent an invitation memo signed by the Secretary of Education. At the meeting, the goals, and the summary of the evaluation report of the LSTA Five – Year Plan 2018 – 2022 were discussed. In addition, stakeholders pointed out the needs of their libraries, the need for professional librarians, the role of the librarian, teacher integration, community integration, professional development for library staff and information services. Also brought up for discussion was the need to meet with the mayors who have municipal libraries to know about their needs, and the need for printed and online information resources for the different libraries. Another topic presented at the meeting was that at least once a year, the stakeholders committee should meet to review the direction and implementation of the plan and its goals. They were also presented with the two possible goals for the new LSTA Five – Year Plan 2023 – 2027; the Stakeholder’s reaction was that they were very long and broad, so, the recommendation was to divide them into four easier to manage goals. Finally, the importance of libraries staying open during the pandemic and after the pandemic and how they made a difference to the needs that each community had was discussed.

Communication and Public Availability

Once the IMLS approves the LSTA Puerto Rico Five-Year Plan 2023 - 2027, it will be published on the website of the Puerto Rico Department of Education, on the page of the Library and Information Services Program, and on the different social networks. It will be available to public, academic, special, community

and school libraries and users during the five – year period. The Library and Information Services Program will maintain communication in a regular basis with the Stakeholders so that they can evaluate and make recommendations about the development, achievements, and implementation of the LSTA Five – Year Plan 2023 – 2027.

Monitoring

The Library and Information Services Program will continuously monitor and report on the implementation of DEPR's LSTA Five – Year Plan 2023 – 2027 and will submit reports as necessary. Monitoring of LSTA – funded subgrantee projects is an important part of this monitoring process. The monitoring process will include annual reports, visits, telephone and email interviews, questionnaires, and surveys to at least 40% of the awarded and approved projects each year. Desktop monitoring will be conducted from the LISP with partial reports from the libraries with ongoing projects. Field monitoring of the subgrantees library projects will be carried out by the Monitoring Unit of the Office of Federal Affairs of the Puerto Rico Department of Education. Frequent visits will continue to be made to assign and tag the property numbers of the equipment purchased with LSTA funds for school and public libraries under the SLAA. Any corrective action needed as a result of the visits and reports received will be decided in collaboration with the sub-grantees.