WASHINGTON STATE LIBRARY
LIBRARY SERVICES AND TECHNOLOGY PLAN

2008-2012

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Introduction

This plan is a requirement of the Library Services and Technology Act (LSTA) of 1996. The Washington State Library (WSL) LSTA Five-Year Plan establishes goals and priorities for libraries in Washington State consistent with the purposes of LSTA and describes how federal funds will be used to advance library services.

Much of the remainder of this section paraphrases and quotes the official guidelines for development of an LSTA five-year plan of the Institute of Museum and Library Services (IMLS).

Overview of LSTA Funding

The Library Services and Technology Act (LSTA) of 1996, a section of the Museum and Library Services Act, works to promote access to information resources provided by all types of libraries. Through the legislation, IMLS provides funds to State Library Administrative Agencies (SLAAs) using a population-based formula. LSTA outlines two broad priorities for this funding. The first is for activities using technology for information sharing among libraries, and between libraries and other community services. The second priority is for programs that make library resources more accessible to urban and rural localities, low-income residents, and others who have difficulty using library services. SLAAs may use the appropriations to support statewide initiatives and services distributing the funds through sub-grant competitions or cooperative agreements to public, academic, research, school (K-12), and special libraries in their state.

State Libraries and LSTA State Program Grants

The 59 established SLAAs may apply for State Program grants. The SLAAs of both states and territories are included within this number. The SLAA is the official agency of each State charged by the law of the State with the extension and development of public library services throughout the State (20 USC Sec. 9122 (5)). The Washington State Library is the SLAA for the State of Washington.

LSTA Five-Year Plans

In order to be eligible to receive a grant under LSTA, a State Library Administrative Agency shall submit a five-year State Plan and assurances to the Director of IMLS (20 USC Sec. 9134 (a)(1)).

The term “State Plan” refers to the document that identifies an SLAA’s needs. It sets forth the activities to be taken toward meeting the identified needs, supported with the assistance of federal LSTA funds. The SLAA provides assurances that it has the fiscal and legal authority as well as the capability to administer all aspects of this subchapter. It also provides assurances for establishing the State’s policies, priorities, criteria, and procedures necessary to the implementation of all programs under the LSTA (20 USC Sec. 9122 (6)). The specific requirements of the plan are set forth in 20 USC Sec. 9134 and are described as follows:

1. **Mission Statement**. The State Plan should include a mission statement that specifies the type of service the organization is providing, for what purpose, why it is providing it, for whom, and how the agency provides the service.

2. **Needs Assessment**. This section describes how the agency will meet its mission using LSTA and the process by which the agency's needs were identified. This includes a description of data sources used to document the need; a description of the audiences to whom the data sources were applied; evidence that the data was analyzed; and the process for periodic updating of the needs assessment (20 USC Sec. 9122).
3. **Goals**. The SLAA goals must relate to the purposes of the LSTA, and each goal should address at least one of the needs identified in the assessment. Each goal should include what will be done, for whom, how it will be done, and what benefit or outcome will be achieved. A timeline for each goal and for each year illustrating when the program activities will take place should be included. Procedures for carrying out the activities as well as the criteria for prioritization of the goals should also be specified (20 USC Sec. 9134 (b)).
4. **Programs (Activities)**. This section describes activities that are consistent with these goals and priorities (20 USC Sec 9134(b)(2)).
5. **Evaluation Plan**. This section describes the methodology that the SLAA will use to evaluate the success of the activities in meeting identified goals and priorities (20 USC Sec 9134 (b)(4)).
6. **Stakeholder Involvement**. This part of the plan describes the procedures that will be used to involve libraries and library users throughout the state in policy decisions regarding the development, implementation, and evaluation of the State Plan. Each state desiring assistance under this subchapter may establish a state advisory council which is broadly representative of the library entities in the state, including public, school, academic, special, institutional libraries, and libraries serving individuals with disabilities (20 USC Sec. 9151).
7. **Communication and Public Availability**. This part of the plan describes the channels that will be used to communicate to the stakeholders the content of the State Plan and any results, products, processes, or benefits. Each SLAA receiving a grant shall make the State Plan readily available to the public and share it with the library community (20 USC Sec. 9134(e)(2)).
8. **Monitoring**. This section of the plan describes the procedures for continuous tracking of current performance in relation to the State Plan (45 CFR Part 1183.40).
9. **Assurances**. The following are the required certifications and assurances:
   - Statement of Program Assurances;
   - Certifications Regarding:
     - Debarment, Suspension and Other Responsibility Matters;
     - Drug-Free Workplace Requirements;
     - Lobbying;
     - Federal Debt Status; and
     - Nondiscrimination;
   - Assurances of Non-Construction Programs;
   - State Legal Officer's Certification of Authorized Certifying Official; and
   - Assurance of compliance with the Internet Safety requirements.

LSTA Five-Year Plan Approval Process

IMLS will approve a State Plan that: 1) meets the requirements of the LSTA as explained in the guidelines, and 2) provides satisfactory assurances and certifications that the provisions of the State Plan will be carried out. Once a State Plan is approved, a letter will be sent to the State Library Administrative Agency stating that the grant requirements have been met.

If IMLS determines that the State Plan does not meet the requirements of the Act, then IMLS will (20 USC Sec. 9134 (e)):

- Notify the SLAA of such determination and the reasons for such determination;
- Offer the SLAA the opportunity to revise its State Plan;
- Provide technical assistance in order to assist the SLAA in meeting the requirements of this section; and
- Provide the SLAA the opportunity for a hearing.

Other LSTA Statutory and Administrative Requirements

States are obligated to comply with the LSTA, which is set forth at 20 USC 9121 et seq., and accompanying program regulations. The LSTA includes, among others, the following program requirements:

- **Annual Report**. Each year the SLAA must submit a report on LSTA funded activities showing progress towards meeting the goals of the Five-Year Plan. The annual report is due 90 days after the end of the federal fiscal year (September 30) (20 USC Sec. 1183.40 (b)(1)).
- **Revisions**. If, after the Five-Year Plan has been accepted, the SLAA would like to make a substantive revision to its State Plan, then the revision should be submitted as an amendment to IMLS. This revision is due not later than April 1 of the fiscal year preceding the fiscal year for which the amendment shall be effective (20 USC 9134(a)(3)).
- **Evaluation Report**. Each SLAA shall submit an evaluation report to IMLS that independently evaluates LSTA funded activities prior to the end of the Five-Year Plan. Each SLAA (sub-grantee) receiving LSTA funds through the State Grant Program should provide, through its annual report to IMLS, information that supports evaluation of the grant program (20 USC Sec. 9134 (c)).

Section 1. Washington State Library LSTA Mission Statement

The Washington State Library is a division of the Office of the Secretary of State. It is designated as the State Library Administrative Agency of Washington for the receipt of federal LSTA funds administered by IMLS.

The vision, mission, and goals of the State Library are found within the *Strategic Plan: 2007 – 2009 Biennium* of the Office of the Secretary of State.

Vision for the Washington State Library

To ensure that Washingtonians have access to the information they need today and to the history of Washington for tomorrow.

Mission and Purpose of the State Library as it relates to the use of LSTA funding.

- Provide leadership and coordination of services to all libraries in the state of Washington.
- Support the information needs of residents in state institutions and of the visually impaired.
- Collect, preserve, and make accessible to Washingtonians materials on the government, history, culture, and natural resources of the state.

The first and second statement relate to the traditional uses of LSTA funds in Washington.

The third statement relates to projects such as the new Statewide Digital Repository and Digitization Project for Small/Rural Libraries in which the State Library is using LSTA funds to make accessible local cultural and historical materials.

The Library Development Program is one of six programs of the Washington State Library. It is the program charged with the administration of LSTA funds. The staff of the Library Development Program collaborates with the Library Council of Washington (LCW) to deliver a well-rounded program of services to the staff of Washington's libraries. These services include such activities as database licensing, training, consulting, planning, statewide projects, grants for continuing education (CE) and information technology continuing education (ITCE), and direct sub-grants.

Section 2. Needs Assessment

The Washington State Library engaged the consulting group Consensus in 2006 to help develop a statewide vision for library development in Washington from 2008-2012. With guidance from the Washington State Library, Consensus developed two documents, explained in detail in this section, which serve as the basis of the LSTA five-year plan:

1. A needs assessment, *The Landscape for Change*. The assessment, provided in advance to everyone involved in creating the statewide vision, includes data on national trends, the results of extensive stakeholder interviews, a focus group with the Library Council of Washington, and the results of an online survey completed by library directors, staff, trustees, and customers. The document is available for download at http://www.secstate.wa.gov/library/libraries/dev/planning.aspx.
2. A statewide vision, *Libraries & Communities: Creating Excellent Libraries*. The plan includes key trends, values, visions and goals developed over the course of four, one-day future search conferences held at sites around Washington State. The document is available for download at http://www.secstate.wa.gov/library/libraries/dev/planning.aspx.

The statewide vision represents a fresh start for library planning in Washington State. The previous statewide plan, *Designing Our Future*, was based upon a plan with the same name produced in 1997. Both *Designing Our Future* plans served the state well, however, the Washington State Library believes that changes in demographics, technology, and the role of libraries in their communities warrant extensive new primary and secondary research. The new documents are built from the ground up by the librarians and citizens of Washington State, using information from the previous plans as a background. While many of the needs identified were the same, participants also identified significant new goals towards which they will work together.

Background on the libraries of Washington State

As is the case in any state, state laws and practices, community culture and history have led Washington libraries to have their own distinct characteristics.

The Washington State Library works in partnership with advisory committees to plan and implement programs. WSL also provides training, grants, and consulting services for all public and non-profit libraries in the state. State responsibility for school library media centers rests with the Office of Superintendent of Public Instruction, and there is no higher education coordinating body for academic libraries.

Public libraries. Washington has just 66 public library systems, far fewer than most other states. Those libraries include wider units of service which generally produce more efficient and, often, more proficient libraries. Public library directors are positioning themselves to become key players in the early childhood arena in response to the Washington Governor's establishment of a Department of Early Learning. Subgroups of public library directors are also working on issues of state funding for a virtual library and renewed discussion of a statewide library card.

School libraries. Many interview subjects said they considered school libraries the most threatened of all types of libraries in Washington. Teacher-librarian positions have been

eliminated when school budgets are tight and some school libraries in the state operate with as little as $1,000 per year for personnel and materials.

Academic libraries. Academic libraries in Washington State fit the national picture fairly well. The University of Washington library was named "academic library of the year" in 2003 and the University's Information School is ranked fourth in the country by U.S. News and World Report.

Special libraries. There are more than 140 special libraries in Washington although data on these libraries are proprietary and, therefore, are largely unavailable. Washington special libraries are likely to be affected by issues that affect special libraries nationwide such as the Internet and pressure to deliver on the bottom line.

Data on national trends and state needs

Interviews and surveys focused on state-level needs while national research put those issues into a larger context.

Research from national secondary sources

Research suggested several issues will be relevant to Washington libraries of today and of tomorrow:

- **Social and economic**. Use of the library as space; reduced funding for libraries, particularly school and academic libraries; challenges in marketing libraries and library services, particularly electronic resources; issues of privacy and confidentiality; legal actions and controversies related to Internet access, social networking, and the question of who is entitled to service.
- **Library services and staff**. The globalization of libraries and information, the Google-ization of information; changes in the use of library services including greater reliance on interlibrary loan, cooperative collections, licensed digitized information, and new services roles in early learning, small-business development and workforce skills; the graying of the library workforce; outsourcing of library services; questions about the place of reference services; and the place in the spectrum of academic and school libraries.

Interviews conducted with library leaders

Telephone interviews with 31 staff and volunteer leaders from libraries of all types identified what subjects saw as the strengths and weaknesses of their libraries compared to competitors, as well as threats and opportunities they saw in the future.

- **Strengths**. When asked what their libraries do better than competitors, subjects mentioned an average of three strengths each. They mentioned the following strengths most often: information (25% of responses) – providing accurate and complete information, unique materials and reference services; library as place (17%) – providing a neutral and safe space and serving as community centers; customer service (14%) – friendly, helpful service and personal relationships with customers; and tailored service (11%) – services tailored to their customer base or to niche markets within the community.

  In addition, a focus group with LCW identified additional strengths, including a state law allowing direct taxation for public libraries, new multi-type library cooperation, effective library leaders in all segments of the library community, and some practice of resource sharing among libraries. The Library Council of Washington serves as an advisory

committee for the Washington State Library on library development issues and the use of federal LSTA funds.

- **Weaknesses**. When asked what their libraries do worse than competitors, subjects mentioned the following four weaknesses most often: marketing (35% of responses) – putting the customer at the center, getting out in the community and reaching non-users; collections (16%) – accessibility and convenience of collections and offering current materials; online resources and new technology (15%) – easy-to-use online databases and adoption of new technology; the physical space (11%) – offering enough hours and comfortable environments.

  Library Council members mentioned weaknesses including fragmented interlibrary loan, little development of shared integrated library automation systems, inadequate band-width statewide, and no funding to support broad-based resource sharing.
- **Threats**. The key word was "relevance" when people talked about major threats facing their libraries. The following five threats were mentioned most often: the Internet (14% of responses) – the idea that it's all online; funding (12%) – competition for public dollars and problems with the property tax and initiative process; support (9%) – building community, school and organizational support; staffing (9%) – not being able to attract enough and the right staff, staff diversity, and de-professionalizing of teacher-librarians; and legislative issues (9%) – state laws governing student testing and state funding.

  Library Council members mentioned other threats, including potential instability to library districts caused by annexation of new communities, changing social climate, changing support for traditional library practices like "fair use," and leasing rather than purchasing information.
- **Opportunities**. The following four opportunities were mentioned most often: serving niche markets (21% of responses) – early learning, services to seniors, businesses, life-long learners, students and immigrants; digital information and technology (16%) – digital collections, online databases, bridging the digital divide and open-source software; reference services (14%) – helping people manage information, instruction in information literacy, and customized information; libraries as the center of communities (11%) – serving as gathering places for the public and library users.

  In addition, Library Council members identified other opportunities, including Pacific Rim business opportunities, the opportunity to go to the public to request funds, return-on-investment statements, and academic alliances that can replace expensive subscriptions.

Interview subjects also were asked to say, if libraries in Washington were guided by a shared vision, which one result would be most valuable to their libraries. Two responses were mentioned most often: communities view libraries as relevant and necessary (31% of responses); and citizens have a statewide library card and/or a virtual library (31%).

Online survey of library administration, staff, support staff, and trustees

Of the 340 respondents to the online survey, about 29% were library administrators or managers, about 43% were library staff, about 20% were paraprofessionals or support staff, and about 8% were library trustees. While most of the 340 were from public libraries (45.6%), enough

responses from the school (20%) and academic (24.7%) communities were collected to make comparisons relevant for some questions.

The survey asked a series of open-ended questions, asking respondents to note the first, second and third most important service challenges they faced. Overall, funding ranked as the most important service challenge, and staffing was the other staff concern. The staffing issue included inadequate pay, current and future lack of staff, and staff training.

In answer to questions about technology and digital resources, three-fourths of respondents said they had purchased digital resources. Nearly 85% used their operating budgets to do so and about 60% said the purchases had affected other parts of their budgets.

Librarians and trustees indicated a high degree of interest in three initiatives of the Washington State Library, including early learning initiatives (75.6%), literacy initiatives (75.3%) and multi-language library services (67.1%).

Online survey of library users

Libraries invited their users to take an online survey with a mix of close-ended and open-ended questions. Of the 283 users who completed the survey, 92.6% used public libraries most often.

Most survey respondents were heavy users of both physical and online services. Ninety-three percent said they visited their library websites at least once a month, with about one-third saying they used it every day. A surprisingly high rate of use was indicated for library online databases, with a combined frequent and occasional use of about 73%. When asked to identify important needs libraries would need to meet in the future, 64.5% reported a very high need for a library website that provides easy and quick access to reliable digital information. Almost half of the respondents identified Internet search engines as the main competition of libraries.

Most respondents, 89.4%, said that libraries were unique. The most-often given reason that libraries are unique, at 35.5%, was that libraries are free and open to all.

At 93%, respondents expressed high overall satisfaction with the library they use the most. When invited to suggest ways their library could improve service, the top four answers were: improve collections (30.6%), including books, magazines, CDs and audio books; address concerns regarding computer technology or use (12.7%); improve the facility (11.6%) including parking, shelving and use of space; and expand hours (8.6%).

Development of the statewide vision

The statewide vision, *Libraries & Communities: Creating Excellent Libraries*, is the product of discussions at four, one-day conferences held in February 2007. The conferences brought together library directors, staff and trustees, along with youth and adult library users and community members. The goal of the conferences was to focus on what libraries and their communities could do to assure excellent libraries.

The four conferences were held at sites that reflected the diverse types of communities in Washington State. Sites included: Everett, just north of Seattle; Tumwater, near the state capital in Olympia; Spokane, the largest city in Eastern Washington; and Kennewick, a smaller community in South Central Washington.

Participants attended by invitation, with a certain number of invitations for each level of staff and each type of library. Washington State Library staff members and librarians in each region worked to assure that community members and library users attended. An average of a little more than 50 persons participated in each conference.

The conferences used the future search model. Participants worked in self-managed groups to accomplish four main tasks: focus on the past by creating a timeline of events that affected libraries, their personal lives and the world; focus on the present by creating a mind map of present trends; development of scenarios for the future showing what 2012 would look like if libraries and communities assured excellent libraries; and development of goals and action steps.

Core values. Conference participants identified core values that should guide the conduct of libraries in Washington State. The core values included:

- **Equal access statewide.** (Every resident and student in Washington has access to a basic level of library services available both in person and online.)
- **Collaboration**. (Libraries work together and with their communities.)
- **Customer-centered**. (Libraries design services and activities based on customer input and with customers' needs in mind.)
- **Customer service**. (Libraries deliver services and activities in a way that works best for customers.)
- **Center of the community**. (Library buildings and activities are community resources that pull people into the library.)
- **Library as institution that reflects the community**. (Library staff and services are as diverse as the communities they serve.)

Vision statements. Across the four conferences, eight visions of the future were expressed. Some were expressed at each of the four conferences, while others were important to fewer communities. In total, they represented the future towards which Washington libraries and communities wish to strive. The vision statements were:

- The people of Washington have universal access to physical and virtual resources throughout the state.
- As a result of innovative partnerships and dynamic leadership, Washington libraries are recognized as stakeholders in their communities.
- Washington library buildings reflect the robust role that libraries play in their communities.
- Community members are actively engaged with libraries and view them as relevant and necessary.
- Librarians are valued as critical providers of early learning and information literacy skills.
- Library staff and services reflect the racial/ethnic and cultural diversity of their communities.
- Libraries have sufficient staff, and staff members are known for providing great customer service.
- Libraries of all types have stable, sufficient funding to meet the needs of their customers.

Every five years, the Washington State Library updates its needs assessment and creates a new statewide vision. The activities included in updating the needs assessment may include secondary research along with primary research using focus groups, conferences, teleconferences, and online surveys, among other methods.

Section 3. Goals and Strategies for 2008-2012

As part of the process for the development of the LSTA Five-Year Plan, performance measures have been developed and included within the plan so that the impact of the use of LSTA funds can be demonstrated. Impact refers to changes in a customer's skills, knowledge, attitudes, behaviors, life condition, or status that result from implementation of the Five-Year Plan and the use of LSTA funding. Two customer groups for the LSTA funded services of the Washington State Library can be identified. They are libraries and their staff, and the citizens of Washington State.

As such, this plan includes representative output targets and outcome targets. Output targets show the amount or quantity of services, activities, or products that are intended to be delivered, and outcome targets show the results and impacts that are intended to be achieved as the results relate to customers of the organization. The targets listed within this plan are not intended to be an exhaustive list that provides measurement of each and every program. Rather, the targets are representative of select program areas and are intended to enhance reporting and supplement other information gathered for use in future program evaluations.

Access to Library Resources

Need

During the conferences used to create the statewide vision for the libraries of Washington State, participants identified trends that they believed would have an impact on libraries in the future. Several of the trends dealt with access to library resources. Among the trends were: more information, especially information available in electronic formats; more public demand for information available quickly and 24/7; expanding user expectations, for example, for simple user interfaces and for library resources that bridge the divide between information haves and have-nots; and an increased focus on the relationship between libraries and their customers.

Washington citizens demand more efficient, easy to use, and up-to-date resources and services, especially digital resources, than ever before. A core value identified during the creation of the statewide vision was that all people should have equitable access to library resources and services throughout Washington State, but today, rural and geographically isolated areas of the state still do not have that equitable access.

Library staff members and the public are asking for information to be more quickly and easily accessible and more widely available outside the physical library. In addition, there are still some areas of the state that have no access to library services.

Goal

Washingtonians will have increased physical and remote access to traditional and digital library resources and services in all areas of the state.

LSTA Goals/Purposes

- Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities. This includes children (from birth through age 17) from families with incomes below the poverty line.
- Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries and for individuals of all ages.
- Developing library services that provide all users with access to information through local, state, regional, national, and international electronic networks.
- Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds.
- Targeting individuals with disabilities.
- Targeting people with limited functional literacy or information skills.

Evaluation

The Washington State Library will measure the impact of the Washington State Catalog, a new, LSTA-funded resource that will provide multiple views (such as public, academic, community and technical college, and regional libraries). Participation in the Washington State Catalog is voluntary and the initial roll-out is scheduled for the fall of 2007.

Output target:	Of member libraries, 50% will report that their staff members have used the catalog in their work with library customers.
Intended outcome:	The Washington State Catalog will allow library staff members to more easily gain access to materials and information for customers.
Indicator:	Library staff members who use the Washington State Catalog will say that the catalog was an easy and effective search tool.
Target for change:	Of library staff members who take the survey, 80% will say they are satisfied or very satisfied with the ease of use and effectiveness of the statewide group catalog.
Data source:	Online surveys.

Programs (Activities)

Expand and sustain physical and remote access to all library resources and services.

- Develop and implement plans for the preservation of unique local and state materials.
  - Continue the statewide digital repository and digitization project for small/rural libraries.
  - Explore digitizing more of Washington's historical newspapers.
- Encourage libraries to collaborate with community organizations to more effectively provide access to information. Increase partnerships and the degree of community involvement.
- Provide statewide access to library catalogs and digital resources.
  - Develop the Washington State Catalog.
  - Explore federated searching.
  - Explore a statewide library card.

- Expand and sustain the use of statewide licensed databases such as those licensed through the Statewide Database Licensing project.
- Continue to leverage other sources of funding to increase availability of digital resources for the people of Washington.
- Continue the Statewide Health Information Outreach Project to provide health information to consumers, librarians and health professionals.
- Develop and implement cooperative digital reference service across all types of libraries, including training, best practices, marketing and promotion.
    - Continue coordination of virtual reference service statewide.
- Develop and implement technology-based resources and services, such as digital imaging, enhanced web access, and infrastructure development.
- Continue the Promoting Student Success project to provide students with access to primary source materials.

Support the development of library resources and services to provide better levels of access to all people in Washington.

- Develop and implement strategies for addressing the needs of small libraries.
- Support the needs of library staff in providing a system of information literacy from pre-kindergarten through adulthood.
- Develop and implement strategies for providing delivery of library resources to unserved and underserved populations.
- Support the work of the library community to secure funding to increase access to information for the people of Washington.

Community Needs

Need

Washington libraries must continue to develop resources and services that meet the needs of all segments of the community. The issues of racial and ethnic diversity, and having libraries that reflect their communities, were often mentioned by participants involved in creating the statewide vision. They identified a trend of an increased need for diversity in services, staff and collections particularly targeted to those for whom English is not a native language. They also expected more changes that affect staffing such as the need for racially/ethnically diverse staff members.

A projection by the State of Washington Office of Financial Management, released in March 2006, illustrates that the demographics of Washington State are changing. It says that nearly one in three Washington residents will be a member of a racial or ethnic minority by the year 2030. While the Caucasian population is expected to grow by 34.5 percent between 2000 and 2030, the minority populations will grow even faster. Asian and Pacific Islander populations are expected to grow by 132 percent and the Hispanic population is expected to grow 150 percent, while the African-American population is expected to increase by 60 percent and American Indian and Alaska Native populations are expected to grow by about 50 percent.

Conference participants saw partnerships between libraries and community organizations as one way to meet the need. They forecast the trend of more collaboration and partnerships, particularly between public and school libraries and between public libraries and service agencies.

Goal

Washington libraries will provide enhanced and expanded library services, resources and programs to all segments of their communities.

LSTA Goals/Purposes

- Targeting 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.
- Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds; to individuals with disabilities; and to people of limited functional literacy or information skills.

Evaluation

The Washington State Library will measure the impact of the Collaborative Summer Library Program (CSLP). WSL belongs to this national consortium to provide children with summer reading program materials through their public libraries. The program is a grassroots consortium of states working together to bring reading programs to communities at the lowest cost possible for public libraries.

Output target:	The number of summer reading participants in Washington CSLP public libraries will increase by 3% per year.
Intended outcome:	Young people will increase their summer reading through participation in the CSLP.
Indicator:	At libraries that participate in the CSLP, the total number of minutes that young people report reading will increase by 3% per year. “Reading minutes” will be understood to mean both minutes that the participants spend reading and minutes during which the participant is read to.
Target for change:	Children at Washington CSLP public libraries will spend 3% more minutes reading or being read to each year.
Data source:	Reading minutes self-reported by participants and tracked by participating libraries.

Programs (Activities)

Washington libraries will provide enhanced and expanded library services, resources, and programs to all segments of their communities.

- Encourage collaboration between libraries and community partners.
- Encourage collaboration between libraries and literacy organizations to support adult literacy.
- Continue training and model programs to assess needs and enhance services to children ages 0 to 5 and their families.
- Support libraries in becoming leaders in early learning.
- Facilitate the development of cooperative collections, including practices for the acquisition, cataloging, and lending of specialized collections such as foreign language materials and materials for special populations.

Enhance library programs to serve underserved and unserved populations, and develop best practices to address issues surrounding the provision of these services. Issues to be addressed include, but are not limited to, those of functional literacy and collections. Increase library staff knowledge and comfort in working with these populations.

- Enhance library programs to serve underserved populations and develop best practices to address the issue of diversity.
- Ensure support for the needs of institutional residents and staff.
- Ensure support for the needs of blind and physically handicapped residents of Washington.

Consult with citizens, government officials and library staff on the development of library services especially as they relate to underserved and unserved areas of the state.

Service to the Library Community

Need

There remains a continuing need for library staff to attain technical knowledge and skills to provide the highest level of service to customers in our increasingly diverse and technological society. As a result of funding limitations, some libraries cannot provide services at the level desired by their customers. To increase effectiveness, all types of libraries need to coordinate, collaborate, and partner with other libraries and agencies.

Participants involved in creating the statewide vision identified several trends related to knowledge needed by library staff members. They saw a greater need for advocacy to deal with trends such as the growth in competition for library customers and funds, for training in how to develop alternative sources of funds to supplement tax dollars, for training in how to build productive collaborative relationships, and for an increased need for cross-training for library staff members.

Goal

Promote delivery, development, expansion, and improvement of library services in all types of libraries through the use of consulting, training, and collaboration in order to better serve all of the people of Washington.

LSTA Goals/Purposes

- Expanding 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.
- Providing electronic and other linkages among and between all types of libraries.
- Developing public and private partnerships with other agencies and community-based organizations.
- Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds; to individuals with disabilities; and to people of limited functional literacy or information skills.
- Targeting 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.

Evaluation

The Washington State Library will track the affect on its training of a joint WSL/Washington Library Association (WLA) training needs assessment. The assessment is designed to identify emerging needs for new trainings offered both by WSL and WLA.

Output target:	WSL will offer two new training curricula annually based on needs identified in the WSL/WLA training needs assessment.
Intended outcome:	WSL training will meet the changing needs of the Washington library community.
Indicator:	Participants will acquire new knowledge that will help them meet emerging needs.
Target for change:	Of those who complete the courses, 75% will rate the course relevant or highly relevant, as measured by the answers to two questions: • Were you able to incorporate the training into your daily work? • Were you able to work more effectively because of the training?
Data source:	Evaluations sent to participants electronically after they have completed the training.

Programs (Activities)

Assess the training needs of the Washington library community in order to identify key areas eligible for support with LSTA funding.

Provide and coordinate distance education opportunities that address any of the LSTA priorities using appropriate technologies, such as Webinars and other digital delivery opportunities, for library professional and paraprofessionals.

Provide training and continuing education opportunities that increase library staff's ability to develop, expand, deliver, and promote LSTA funded library projects, programs, and services to residents of Washington state.

Example of activity:

- Assist libraries to increase public awareness in the use of statewide licensed databases.

Provide training and continuing education opportunities that increase library staff's ability to teach others how to access information and educational resources in a variety of formats and to access information through local, State, regional, national and international electronic networks.

Provide training and continuing education opportunities that increase library staff's ability to access information and educational resources in a variety of formats and to access information through local, State, regional, national and international electronic networks in order that residents of Washington state have full access to the resources and materials available to them at the library.

Example of activity:

- Provide Information Technology Continuing Education (ITCE) grants to increase knowledge and skills among all library staff in order to develop library services that provide all users access to information through local, State, regional, national, and international electronic networks.

Provide training and continuing education opportunities that increase library staff's ability to develop, expand, deliver, and promote library projects, programs, and services to diverse populations within Washington state.

Examples of activity:

- Work with libraries and schools of library education to recruit, educate, and retain library staff reflecting Washington's diverse populations.
- Continue to coordinate and offer training opportunities for teacher-librarians in areas of interest targeted by school library leaders in order to more effectively target school library services to students of diverse geographic, cultural, and socioeconomic backgrounds.
- Support specialized learning opportunities for rural and small libraries such as attendance at the Association of Rural and Small Libraries conference in order to more effectively target library services to individuals in underserved rural communities.

Provide training and continuing education opportunities that increase library staff's ability to develop, expand, deliver, and promote library projects, programs, and services to visually impaired, physically disabled, or learning disabled persons within Washington state.

Provide training and continuing education opportunities that increase library staff's ability to develop, expand, deliver, and promote library projects, programs, and services to persons within Washington state who possess low functional literacy or information literacy skills.

Provide training and networking opportunities that increase library staff's ability to develop, expand, deliver, and promote library projects, programs, and services in coordination with other libraries, agencies, and community-based organizations.

Provide consulting and education to libraries on early learning, youth services, technology, planning, governance issues, other emerging issues, and best practices in library operations.

Examples of activity:

- Continue to explore the use of portals and new technologies for consulting, training, and discussion.
- Continue to explore the use of new technologies to communicate information and issues of concern to customers.
- Continue to offer consulting services to teacher-librarians.
- Provide assistance to libraries to help them to better provide the highest quality service possible to customers.
- Document changes and trends in the Washington library community through the collection of data and other information.

Promote collaboration and the use of consortia.

Examples of activity:

- Encourage collaboration and partnerships among all types of libraries, and between libraries and other community organizations.
- Improve collaboration between teacher-librarians, administrators and classroom teachers, and the staff of other types of libraries.
- Encourage libraries in working with their communities to support reading and literacy.
- Advocate for the state's libraries.
    - Participate in leadership roles within Washington library associations.
    - Attend meetings of library groups.
    - Attend meetings of literacy and other parallel organizations.

Section 4. Programs (Activities)

The use of LSTA funding may include: statewide initiatives or smaller projects targeted at specific needs; initiatives to take advantage of various opportunities including the implementation of emerging technology; or initiatives that target a specific segment of the Washington library community and their customers. The use of LSTA funding may range from technical assistance, to the development of services and collaborative efforts, to competitive or criteria-based grant programs, to the purchase of equipment needed to support specific projects or grants. Typically, statewide initiatives developed with LSTA funding are one-to-four years long, although exceptions do exist. A range of programs and activities related to each of the goals may be found within the section on Goals and Strategies for 2008 – 2012.

Implementation and staffing of statewide initiatives may occur in a variety of ways, including through the assignment of permanent State Library staff as project managers or through the hiring of temporary or project staff (staff whose tenure is tied to the duration of the initiative). At times, statewide initiatives or portions thereof may be completed under contract with an organization or individual.

In cases where a statewide initiative or portion thereof has been proposed for implementation under contract, a WSL staff person will be assigned liaison responsibilities and will provide oversight to ensure that WSL's responsibility for assuring the proper use of federal funding has been met.

LSTA funds will be used to administer the LSTA program in accordance with IMLS and LSTA guidelines.

Statewide initiatives for implementation during a particular fiscal year are selected through the Library Council of Washington proposal process. The LCW proposal process works within the framework of LSTA and the Washington State Library LSTA Five-Year Plan to prioritize initiatives within available funding. Six additional evaluation criteria are used within this process. These criteria are:

- Provides direct results to patrons;
- Promotes use of libraries and information;
- Promotes access to libraries;
- Enhances visibility and public understanding of the value of libraries;
- Promotes innovation for libraries; and
- Encourages collaboration among libraries, across levels, and/or with other agencies and organizations. (To encourage collaborative efforts, this criterion is given strong consideration by the Council.)

Section 5. Evaluation Plan

The Washington State Library will develop and conduct the evaluation of the LSTA program in coordination with other divisions of the Office of the Secretary of State and with the assistance of the Library Council of Washington. Evaluation will be conducted in accordance with LSTA requirements. As the end of the planning period nears, an evaluation report will be developed to include an independent evaluation of the activities developed under the LSTA.

The evaluation plan includes outcome and other performance measures as stated within the section on Goals and Strategies for 2008 – 2012. It will be inclusive of the State Library's statewide programs and initiatives, grants program, those activities which are part of its services to the blind and physically handicapped, and those activities which are part of its services to residents of state institutions. Data sources will include:

- Baseline surveys, performance measures, and/or benchmarks and follow-up surveys to measure needs and the changes which have occurred;
- Annual review of the State's LSTA Five-Year Plan as compiled for the LSTA annual reporting process;
- Assessments or surveys that are part of workshops and training programs;
- Evaluation of grants to libraries including the overall impact of the project, as well as the extent to which individual project objectives were met; and
- Focus groups and/or forums that are used to support statewide library development planning or the other activities of the Washington State Library.

Section 6. Stakeholder Involvement

In creating the Washington State Library as a division of the Office of the Secretary of State, enabling legislation provided the State Librarian with the authority of “accepting and expending in accordance with the terms thereof grants of federal, state, local, or private funds” and “to make applications and reports required by the grantor.”

The Washington State Library has a long tradition of actively seeking and valuing involvement of the library community and library users in the development of library service. The current administrative code provides for the Library Council of Washington, a broadly representative advisory group that helps develop and make recommendations on policies, procedures, and methods for evaluating the LSTA program in Washington State.

With approval of the Secretary of State, the State Library provides for a significant continuing role of the Council in carrying out its responsibilities. These include assessing the effectiveness of the LSTA program and helping maintain regular avenues of communication with the library community. The Library Council also assists WSL staff in prioritizing and making recommendations on the use of federal funds to accomplish the goals set forth in the LSTA Plan.

As part of its customer-centered environment, the State Library gathers and shares with the Library Council formal and informal customer assessments and feedback to design, deliver, and evaluate programs and services. These are used to set priorities. Based on identified needs, the Council and staff review and evaluate progress each year, and recommend library development activities for the ensuing year, considering the strategies most appropriate for the Washington library community. By statute, the State Librarian will be responsible for: implementing the LSTA Plan; reviewing recommendations from the Library Council; and making final determinations on the allocation of federal funds, priorities, and strategies for implementing the LSTA Plan.

Section 7. Communications/Public Availability

Like all other Washington State Library activities, this Plan is a component of the agency's overall work plan. Customers and their satisfaction with services are a driving force for WSL's operation. The agency relies heavily on formal and informal customer assessment and feedback to set priorities and to design, deliver, and evaluate programs and services. WSL leadership believes that public policy is enhanced by inclusive involvement by those affected by that policy.

WSL will seek a variety of vehicles through which to publicize the LSTA Plan and the services that result from it. These include:

- Providing drafts of the LSTA Plan to the Library Council of Washington for sharing among its various constituencies.
- Announcing the plan and activities which result from the plan on major library association lists, which include those maintained by the Washington Library Association, the Washington Library Media Association, Library Media Directors Council, Association of College and Research Libraries-Northwest Chapter, and the Northwest Association of Private Colleges and Universities.
- Announcing the plan and activities which result from the plan in WSL Updates, the Washington State Library news list, which is received by approximately 1,900 persons.
- Mailing grant announcements to all affected libraries, in addition to posting announcements on the major lists. In a recent customer service survey, customers indicated that mailing was their preferred method for learning about WSL activities.
- Taking every opportunity to offer presentations and exhibits at conferences. WSL typically has a booth at the major conferences for the Washington Library Association and the Washington Library Media Association, at which it provides information about LSTA-funded activities and services. The Washington State Librarian attends twice-yearly meetings of the state's public library directors where she speaks about WSL and LSTA. In addition, WSL staff will speak at the fall 2007 conference of the Washington Association of Library Employees about the statewide vision and how it was created.
- WSL staff members also receive feedback throughout the course of their work, through in-person conversations, phone and e-mail conversations, and via the feedback link on the WSL website.

Section 8. Monitoring

Monitoring the implementation of the plan and success in meeting the various outputs and outcomes listed within the plan will be the responsibility of both Washington State Library staff and the Library Council of Washington.

Individual programs and projects will be reviewed on a regular basis utilizing reports from project managers at WSL. Individual programs and projects will also be reviewed on an annual basis in association with the Library Council process for recommending LSTA project funding for the next federal fiscal year.

Sub-grants will be monitored by WSL staff on a regular basis using a variety of methods including review of quarterly reports, final reports, claims for reimbursement, and site visits.

Periodic auditing of the federal program and sub-grantees will be conducted by the Washington State Auditor's Office.

Success in implementing the plan will also be monitored and assessed as part of the LSTA Plan five-year evaluation process.

Deviations from the LSTA Plan will be handled by WSL staff in consultation with affected parties.

Section 9. Compliance and Assurances

The following pages contain the required certifications and assurances.

- Statement of Program Assurances for 2008 Grant Award;
- Certifications Regarding:
  - Debarment, Suspension and Other Responsibility Matters;
  - Drug-Free Workplace Requirements;
  - Lobbying;
  - Federal Debt Status; and
  - Nondiscrimination;
- Assurances of Non-Construction Programs;
- State Legal Officer's Certification of Authorized Certifying Official; and
- Assurance of compliance with Internet Safety requirements.