



**WASHINGTON STATE LIBRARY  
LIBRARY SERVICES AND TECHNOLOGY PLAN  
2018–2022**

PREVIEW ONLY

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## **Introduction**

The Washington State Library (WSL) LSTA Five-Year Plan establishes goals and priorities for the use of LSTA funding that are consistent with the purposes of LSTA. The Plan describes how federal funding will be used to support all types of libraries in order to advance library services within the State. This plan is a requirement of the Library Services and Technology Act (LSTA) of 1996, as re-authorized in 2003 and 2010.

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

## **Overview of LSTA Funding**

The Library Services and Technology Act (LSTA), a section of the Museum and Library Services Act, works to develop library services throughout the States and U.S. Territories. LSTA funding supports programs that: promote literacy and education; enhance and expand the services and resources provided by all types of libraries; enhance the skills of the current and future library workforce and leadership; develop public-private partnerships with other agencies and community-based organizations; and target library services to individuals with diverse geographic, cultural and socio-economic backgrounds, individuals with disabilities, and individuals from other underserved communities. LSTA recognizes the increasing importance of information technology by emphasizing programs that teach digital literacy skills; develop library services that provide all users with access to information through local, state, regional, national, and international collaborations and networks; and establish or enhance electronic and other linkages among and between libraries and other entities.

State Libraries (SLAAs) may use the funding 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 (4)). 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 (SLAA) 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 a state’s library needs. It sets forth the activities to be taken toward meeting the identified needs, supported with the assistance of federal LSTA funds. The State Library provides assurances that it has the fiscal and legal authority as well as the capability to administer all aspects of LSTA. It also provides assurances

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for establishing the state's policies, priorities, criteria, and procedures necessary to the implementation of all programs under the LSTA (20 USC Sec. 9122 (5)). 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 State Library provides, for what purposes, for whom, and how the agency provides the services.
2. **Needs Assessment.** This section of the Plan identifies specific needs for library services to be addressed in the pertinent five-year period. 20 U.S.C. § 9134(a)(1). The State Plan must identify specific needs for library services to be addressed in the pertinent five-year period. This needs assessment should be based on the SLAA's most recent five-year evaluation, complementary data, and advisory input. The SLAA should describe its data sources and the processes used to document the State's needs, the audiences to whom the data sources apply, the methods used for data analysis, and the expected process for periodically updating the State's knowledge of its library services needs.
3. **Goals.** Each goal for the five-year period should address at least one need identified in the needs assessment. 20 U.S.C. § 9134(a)(1). These goals must be prioritized and the criteria for prioritization should be explained. 20 U.S.C. § 9134(b)(1). Additionally, all goals must address needs congruent with the purposes of the LSTA as stated in 20 U.S.C. § 9121(1-9)
4. **Programs (Activities).** The narrative for each goal must describe its supporting projects, and explain what will be done, for whom; which procedures will be used to carry them out; what benefit or outcome is expected; and how the State Library will use IMLS funds to assist in meeting these goals. 20 U.S.C. § 9134(b)(2). A timeline should be provided for each goal and for each year, showing when program activities will take place.
5. **Coordination Efforts.** This section must include a crosswalk that maps each goal to one or more of the six Measuring Success focal area(s) and maps associated projects to one or more of the fourteen corresponding intent(s):
  - ❖ Lifelong Learning
    - Improve users' formal education
    - Improve users' general knowledge and skills
  - ❖ Information Access
    - Improve users' ability to discover information resources.
    - Improve users' ability to obtain and/or use information resources.
  - ❖ Institutional Capacity
    - Improve the library workforce
    - Improve the library's physical and technological infrastructure
    - Improve library operations
  - ❖ Economic & Employment Development
    - Improve users' ability to use resources and apply information for employment support
    - Improve users' ability to use and apply business resources
  - ❖ Human Services
    - Improve users' ability to apply information that furthers their personal, family, or household finances
    - Improve users' ability to apply information that furthers their personal or family health & wellness

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- Improve users' ability to apply information that furthers their parenting and family skills
  - ❖ Civic Engagement
    - Improve users' ability to participate in their community
    - Improve users' ability to participate in community conversations around topics of concern.

Where appropriate, the State Plan must describe how the State Library will work with other state agencies and offices to coordinate resources, programs, and activities and leverage, but not replace, the Federal and state investment in elementary and secondary education; early childhood education; workforce development; and other federal programs and activities that relate to library services. (20 U.S.C § 9134(b)(6)).

6. **Evaluation Plan.** The State Plan must include an evaluation plan that describes the methodology that will be used to evaluate the success of projects established in the State Plan. 20 U.S.C. § 9134(b)(4). Projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. SLAAs will also conduct five-year evaluations as directed by legislation. 20 U.S.C. § 9134(c).
7. **Stakeholder Involvement.** Stakeholder involvement, communication, and monitoring are essential elements of a State Plan and must be integrated into it. SLAAs must describe 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. 20 U.S.C. § 9134(b)(5). Each SLAA seeking assistance under the Grants to States program may establish a State advisory council that is broadly representative of the library entities in the State, including public, school, academic, special, and institutional libraries, and libraries serving individuals with disabilities. 20 U.S.C. § 9151.
8. **Communication and Public Availability.** SLAAs must describe the channels that will be used to communicate to stakeholders the content of the State Plan and any results, products, processes, or benefits. Each State Library 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)).
9. **Monitoring.** SLAAs must describe the procedures for continuous tracking of current performance in relation to the State Plan. See, 2 C.F.R. 200.327-332. This monitoring should comply with reporting requirements related to the State Program Report.
10. **Assurances.** The following are the required certifications and assurances:
  - Program Assurances for 2018 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
  - Assurances of Non-Construction Programs
  - State Legal Officer's Certification of Authorized Certifying Official
  - Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries.

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## **LSTA Five-Year Plan Approval Process**

IMLS will approve a State Plan that meets the requirements of the LSTA as set out in these guidelines, and provides satisfactory assurances and certifications that the provisions of the State Plan will be carried out. Once IMLS approves a State Plan, IMLS will send a letter to the applicant stating that the State Plan has been approved.

- If IMLS determines that the State Plan does not meet the requirements of the LSTA, then, pursuant to 20 U.S.C. § 9134(e)(3), IMLS will:
  - Notify the SLAA of such determination and the reasons for such determination;
  - Offer the SLAA the opportunity to revise its State Plan;
  - Offer technical assistance in order to assist the SLAA in meeting the requirements of § 9134(e)(3); 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 U.S.C. § 9121 et seq., and all accompanying program requirements including, among others:

- **Administrative Costs and Program Activities:**

Not more than 4 percent (4%) of the total amount of funds received through the Grants to States Program for any fiscal year by a State may be used for administrative costs. 20 U.S.C. § 9132(a). The State library administrative agency must expend, either directly or through subawards or cooperative agreements, at least ninety-six percent (96%) of the funds for program activities. 20 U.S.C. § 9141(a).
- **Matching Funds:**

The Federal share of the cost of the activities described in the State plan shall be 66 percent. 20 U.S.C. § 9133(a). The non-Federal share of payments shall be provided from non-Federal, State, or local sources (34 percent). 20 U.S.C. § 9133(b).
- **Maintenance of Effort:**

States are subject to a Maintenance of Effort (MOE) requirement set forth in 20 U.S.C. § 9133(c). Under this provision, IMLS is required to reduce the funding otherwise payable to a State if the State fails to show a continued effort to fund its libraries over time. This ensures that Federal assistance results in an increase in the level of library activity and that a State does not replace State dollars with Federal dollars.

For purposes of considering the Maintenance of Effort, the level of State expenditures shall include all State dollars expended by the SLAA for library programs that are consistent with the purposes stated in 20 U.S.C. § 9121(1-9). All funds included in the Maintenance of Effort calculation under this subsection shall be expended during the fiscal year for which the determination is made, and shall not include capital expenditures, special one-time project costs, or similar windfalls. 20 U.S.C. § 1933(c).

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- Reporting Requirements:

For each annual award with a two-year period of performance, the SLAA must submit reports on LSTA-funded activities showing progress towards meeting the goals of the State Plan. An interim financial report (Federal Financial Report) must be filed at the end of the first twelve months and the final performance and final financial reports must be filed at the conclusion of the award period of performance.

Required reports are due 90 days after the end of each grant fiscal year (September 30). The SLAA must submit these reports online using the State Program Report (SPR) at <http://imls-spr.imls.gov/>.

- Revisions:

If, after the State Plan has been accepted, the SLAA would like to make a substantive revision, then the revision must be submitted to IMLS as an amendment to the Plan. Such revisions are due not later than April 1 of the fiscal year preceding the fiscal year for which the amendment shall be effective. 20 U.S.C. § 9134(a)(3).

- Evaluation Report and Information Requirements:

Each SLAA must submit an Evaluation Report to IMLS that independently evaluates LSTA-funded activities prior to the end of the five-year period. 20 U.S.C. § 9134(c). Each SLAA (and subrecipient) receiving federal funds through the Grants to States Program must submit to IMLS such information as IMLS may require in order to fulfill the requirements of the LSTA. 20 U.S.C. § 9134(d).

## Section 1. Washington State Library LSTA Mission

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

### 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 (SLAA) of Washington for the receipt of federal LSTA funds administered by IMLS.

The mission, and goals used in this Plan are found within the *2017 Washington State Library Strategic Plan*.

#### **Mission**

*The mission of the Washington State Library is ...*

#### **Goals of the State Library as it relates to the use of LSTA funding**

- Contribute to the state's economic prosperity and cultural richness by enhancing world-class education, literacy, and life-long learning.
- Connect Washingtonians to their history, employing digital initiatives and preservation strategies to tell the stories of local communities and to celebrate our common heritage.

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- Expand the reach and effectiveness of the Washington Talking Book & Braille Library (WTBBL) with innovative outreach initiatives to expand the user population, establish and strengthen borrower relationships, and promote relevant high quality, accessible library and information resources.
  - Expand and enhance the provision of direct library and information services to incarcerated and hospitalized populations in support of education, literacy, recovery, and reentry, in partnership with the Department of Corrections and the Department of Social and Health Services.
  - Elevate the quality of library service and caliber of library staff through facilitation, consulting, training, and modeling best practices to build capacity in libraries statewide.

The Library Development program is one of four programs of the Washington State Library. The other programs are Central Library Services, Institutional Library Services, and the Washington Talking Book & Braille Library (WTBBL).

Library Development is the program charged with the administration of LSTA funds. The staff members of the Library Development Program collaborate 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 professional development (PD), digitizing local cultural and historical materials, and direct sub-grants. State funds used with the Library Development program are used as a source of match and Maintenance of Effort (MOE).

Central Library Services provides direct services to the residents of Washington. The Digital Collections project digitizes newspapers and historic documents for online access by anyone with Internet access. It is also used as a source of match and MOE. The Microsoft Imagine Academy provides software and technology training directly to the residents of Washington and also through public, tribal and community and technical college libraries. This program is also used as a source of match and MOE. The remainder of the Central Library Services program is not directly associated with the use of LSTA funding or in providing match and MOE.

Institutional Library Services is the program charged with providing branch library services to the residents of the state's nine major adult correctional institutions, two adult psychiatric hospitals, and interlibrary loan services to minimum security correctional institutions across the state. The services of the branch libraries include such activities as maintenance of current library collections, interlibrary loan, reference, readers' advisory, programming such as book discussions, training in use of libraries and library resources, and support of institution programs with emphasis on recovery and re-entry. State funds used with the Institutional Library Services program are a significant source of match and MOE.

The Washington Talking Book & Braille Library (WTBBL) is a part of a national network of libraries administered by the National Library Service for the Blind and Physically Handicapped and the Library of Congress. Services are provided free of charge and by mail to residents of Washington State who are unable to read standard print material; for example people who are visually impaired, blind, physically disabled, or reading disabled. WTBBL services include audio books on cartridge and playback equipment, downloadable audio books, Braille and web-Braille, large print materials, readers' advisory, reference, training and instruction, assistive technology, youth services, book clubs, onsite production of local interest audio and Braille

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books and publications, and a robust volunteer program including partnerships and outreach. State funds used with WTBBL program are a significant source of match and MOE.

## Section 2. Needs Assessment

This section of the Plan identifies specific needs for library services to be addressed in the pertinent five-year period. 20 U.S.C. § 9134(a)(1). The State Plan must identify specific needs for library services to be addressed in the pertinent five-year period. This needs assessment should be based on the SLAA's most recent five-year evaluation, complementary data, and advisory input. The SLAA should describe its data sources and the processes used to document the State's needs, the audiences to whom the data sources apply, the methods used for data analysis, and the expected process for periodically updating the State's knowledge of its library services needs.

Based on information in the Washington State Library Needs Assessment, the LSTA Five-Year Evaluation Report and other sources, a summary of the major needs in all types of libraries throughout Washington State was developed.

### Needs Assessment Summary

The Washington State Library contracted with the University of Washington Information School to develop the needs assessment. The assessment employed a mixed methods approach to engage stakeholders and gather qualitative and quantitative data. From this work the following needs emerged.

- Libraries must form partnerships with other organizations to extend their reach, meet the needs of underserved communities, and deliver services efficiently. In addition libraries must cooperate with each other to allow limited resources to be used more effectively.
- Library managers and staff must collaborate, learn from each other, and share information about best practices. They need assistance in providing collaboration tools and opportunities for libraries to reduce redundancies and enhance their ability to quickly respond to community needs as they emerge. Libraries need to reach out within their communities to ensure that as many as possible use the rich resources found at the library in digital and traditional formats.
- Library leaders recognize the need to have clear and meaningful data about how people use library services and the outcomes they achieve as a result. More and more, library staff at all levels are expected to show outcomes from their services and defend the necessity of library services. However, they struggle with developing evaluation frameworks, metrics, and data collection procedures that meet the expectations of their audiences and show the important ways libraries help individuals and communities.
- Many libraries struggle to fill vacancies. Additionally, managers are concerned about the diversity of their workforces and their ability to reach underserved communities.

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- Library staff do not always receive adequate support for professional development. The rapid development of new technologies makes it difficult to keep up with what the public expects them to know. In light of the demand to keep up with technology, traditional library training topics are not always being taught.

## **LSTA Five-Year Evaluation Report**

The Washington State Library contracted with the University of Washington Information School to develop the LSTA Five-Year Evaluation Report. As part of this report the evaluators made recommendations regarding future programming for the next Five-Year Plan.

### **Engaging Stakeholders and Gathering Data**

The evaluation employed a mixed methods approach to engage stakeholders and gather qualitative and quantitative data regarding the activities, performance, and value of programs funded by LSTA. The evaluators collected data through review of program documentation, budgets, and grantee reports provided by WSL; interviews with WSL administrators and program managers; focus groups with the Library Council of Washington, the Library Leadership Council, at the biannual public library directors meeting, and several mixed groups of library staff throughout the state.

#### **Program documentation provided by the Washington State Library**

Extensive documentation regarding LSTA-funded programs was provided by WSL staff. The documents reviewed for the evaluation included budgets, program work plans, grant application guidelines, grantee reports and evaluations, annual reports to the IMLS, and other technical documents.

#### **Interviews with Washington State Library program managers and administrators**

The evaluators conducted interviews with several WSL project managers to contextualize the documentation provided, and to better understand strategy choices, program results, as well as perceived challenges and opportunities. Interviews were also held with the Acting State Librarian and later the newly hired State Librarian to capture their thoughts.

#### **Focus groups with various groups of library staff**

Focus groups were conducted with members of the Library Council of Washington (LCW), members of the Library Leadership Council (LLC) and public library directors at their meetings between May 2016 and November 2016. The purpose of the focus groups was to better understand library needs and opportunities, and what worked well and what needed improvement in terms of various Washington State Library programs. Six additional groups of mixed library staff were convened to explore these same areas.

### **Analysis**

The evaluators used a mixed methods approach to analysis, incorporating qualitative data collected through interviews and focus groups with quantitative data from surveys, technical documents, and budget analysis.

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Analysis began with mapping the two main goals contained in the WSL's 5-Year LSTA Plan and the priorities identified in the LSTA Grants to States program. The evaluators then conducted an in-depth review of all program-level goals, activities, and outcomes.

Using findings from WSL staff and administrator interviews, the focus groups, data and comments, the evaluators incorporated and triangulated points of agreement and discord in perceptions between constituent groups.

### **Summary of Recommendations for the Next 5 Years**

WSL's most significant strength is its ability to convene and promote collaboration between and among libraries of all types in the state. Building on this strength, analysis of past performance, and emerging priorities, **six main recommendations** for WSL have surfaced with regard to future activity funded through LSTA.

#### **1. Forming partnerships**

WSL is seen as a potential agent in helping libraries form partnerships with each other, particularly between libraries of different types (e.g., between public libraries and Community and Technical College (CTC) libraries). The most significant barriers to forming partnerships is time to cultivate relationships, uncertainty about how to share resources, and concerns about equity in contributions and benefits.

#### **2. Communications and collaboration**

Individual library efforts are difficult for libraries to maintain and libraries across the state look to WSL for assistance in providing collaboration tools and opportunities for libraries to reduce redundancies and enhance their ability to quickly respond to community needs as they emerge.

#### **3. Evaluation and metrics**

WSL's leadership in this area could be aimed towards increasing training opportunities about evaluation practices and facilitating work on common metrics among libraries in the state. While some of the difficulty producing evaluation data is connected to concerns about patron privacy, a larger issue is uncertainty about what to measure and how to gather reliable data.

#### **4. Staffing**

WIOS/The Career Information System projects about 450 annual vacancies in library positions through 2022. WSL leadership is needed in cultivating new librarians and working with library schools to ensure graduates are equipped with the skills they need to be successful.

#### **5. Professional development**

WSL provides many professional development opportunities and surveys to determine what topics to offer. Nonetheless, it seems there is still room for more continuing education, particularly in management topics. With a great deal of focus on technology, some library staff expressed concern that traditional library training topics, like reference interviews and book mending, are not being taught to new librarians.

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**6. Work at a statewide level to address the needs of all types of libraries and the communities they serve within Washington State.**

WSL provides a variety of statewide services that are available to libraries in order to enhance the level of service to the local library's users and potential users. WSL should continue this work in order to build capacity within libraries of all types and sizes, and within all areas of the state. These services include development and implementation of statewide projects, award of grants, consulting and training, and development of best practices

## **Other Data Sources**

### **Governor's State Priority Issues**

Statewide trends and priorities also inform strategic priorities for WSL and libraries in the state. Governor Jay Inslee identified five goal areas for focus during his term: 1) world-class education; 2) prosperous economy; 3) sustainable energy & clean environment; 4) healthy & safe communities; and 5) efficient, effective & accountable government. These are all areas where libraries can (and do) make an impact.

In addition other sources were consulted as part of the needs assessment process such as:

- **Washington Library Trainers (WALT) / Washington State Library CE Needs Assessment.** This needs assessment identified several training areas where the use of LSTA funding would be applicable. These areas include training: 1) on the use of new technology such as eBooks and eReaders; 2) to train the public on downloadable media; 3) on providing excellent customer service for a library's customers; 4) on adult readers' advisory service; and 5) on implementing library leadership to better serve the customer.
- **Survey reports, Electronic Resources for Library Staff, and Electronic Resources for Library Users.** Surveys indicate that provision of electronic resources such as those provided through the Statewide Database Licensing project are highly valued.
- **A report developed from a meeting of youth services librarians.** High on the list of requests from youth services staff is continued support for early learning and summer reading, and at least one face-to-face meeting per year with colleagues.
- **Census/demographic data.** Projections from the Washington State Office of Financial Management indicate that Washington's statewide population will continue to increase both in the near term and over the long term but the rate of change is expected to decrease over time. Total population is expected to grow to 7.7 million in 2020. Washington will also continue to become more diverse over time. Both Asian and Hispanic populations are expected to grow faster than other population groups. Washington's population will continue to age with the median age rising to almost 40 years in the next twenty years. Seniors will be an increasing proportion of the state's population. This does not mean that an increase in the number of youth is not expected during this same period, just that the number of seniors will increase proportionately faster during this time period. It should be noted that the demographic projections are statewide in nature. Wide regional variation in population growth, diversity, and age structure will exist over time. Individual libraries will need to address the particular needs within their community / service area which may not correlate to trends statewide or in other areas / regions of the state.

Lastly, the Washington State Library reviewed national trends and goals consulting the IMLS Five-Year Strategic Plan 2012 – 2016. This plan works to inspire libraries and museums to advance innovation, learning, and cultural and civic engagement.

Five concepts were identified by IMLS. The IMLS Strategic Plan should be consulted for the actual goal statements which focus on both libraries and museums. The following is highly paraphrased version of these concepts with a focus only on the library:

- Prepare people to be full participants in their local communities and our global society by placing the learner at the center and supporting engaging experiences in libraries.
- Enhance civic engagement, cultural opportunities, and economic vitality by promoting libraries as strong community anchors.
- Support exemplary stewardship of library collections and promote the use of technology to facilitate discovery of knowledge and cultural heritage.
- Sustain and increase public access to information and ideas.
- Maximize the value of the library for the American public through excellence in public management, strategic alignment of resources, and prioritization of programmatic activities.

### Section 3. Goals and Strategies for 2018–2022

Each goal for the five-year period should address at least one need identified in the needs assessment. 20 U.S.C. § 9134(a)(1). These goals must be prioritized and the criteria for prioritization should be explained. 20 U.S.C. § 9134(b)(1). Additionally, all goals must address needs congruent with the purposes of the LSTA as stated in 20 U.S.C. § 9121(1-9)

Goal 1.	<b>Contribute to the state’s economic prosperity and cultural richness by providing relevant and high-quality education, literacy and reading, and life-long learning.</b>				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Aligns with the Governor’s state priority issues				
Need Met	Governor’s State Priority Issues - world-class education; prosperous economy; and healthy & safe communities.				
Primary LSTA Purpose	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 in order to support such individuals' needs for				

	education, lifelong learning, workforce development, and digital literacy skills
IMLS Focal Area	Lifelong Learning; Economic & Employment Development; Civic Engagement

Supporting Strategy 1.1	Coordinate with Workforce Development partners and organizations that support underserved and marginalized individuals to support adult basic education, non-traditional learning, life-skills training and digital literacy for academic and job readiness.	
	Primary	Secondary
Intended Audience	Underserved and marginalized groups	Library staff
Implementation Type	Statewide project	Training and grants
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' ability to use resources and apply information for employment support	
Project Name / Description	<p>The <b>Workforce Development</b> project is actively working with local libraries, academic institutions and workforce development entities, to bring resources to this service area.</p> <p><b>Digital Literacy</b> supports libraries' ability to offer digital literacy activities and increase digital literacy in their communities by offering staff development workshops, subgrants, and exposure to a variety of new technology devices.</p>	

Supporting Strategy 1.2	Work with statewide and local partners to validate skills through industry-recognized certification and other credentialing opportunities.	
	Primary	Secondary
Intended Audience	Underserved and marginalized individuals	Library staff and other partners serving this population
Implementation Type	Training and testing	
Outcome	Library staff working with this population will	

IMLS Intent	Improve users' general knowledge and skills; Improve users' ability to use resources and apply information for employment support
Project Name / Description	Microsoft Imagine Academy MOS certification and other providers

Supporting Strategy 1.3	Partner with educational institutions, libraries and other organizations on initiatives and programming to promote reading, literacy and literature, especially utilizing local authors and timely, relevant topics.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff and other partners serving this population
Implementation Type	Statewide project	
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' general knowledge and skills; Improve users' ability to participate in community conversations around topics of concern.	
Project Name / Description	The Center for the Book; Letters About Literature; One Book, One Community	

Supporting Strategy 1.4	Highlight the research, educational and cultural value of our collections through outreach and related curricula.	
	Primary	Secondary
Intended Audience	All residents of the state, especially students and researchers	Library staff and other partners serving this population
Implementation Type	Statewide project	
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' formal education Improve users' general knowledge and skills	

Project Name / Description	<p><b>Washington Rural Heritage</b> is a collaborative digitization program serving public libraries, tribal libraries, and partnering cultural heritage organizations such as historical societies and museums.</p> <p><b>Washington Digital Newspapers</b> covers papers across five main geographic regions and strives to add non-English language papers from the diverse cultures within our state. The project will continue to grow this collection of titles and provide access in a single portal for full-text search of archived news content.</p>
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<b>Goal 2.</b>	<b>Connect Washingtonians to their history, employing digital initiatives, and other preservation strategies to tell the stories of local communities and to celebrate our common heritage.</b>				
Timeline	2018	2019	2020	2021	2022
	➔	➔	➔	➔	➔
Prioritization	Builds partnerships between local libraries and their communities.				
Need Met	Alignment with IMLS Strategic Plan priority - Support exemplary stewardship of library collections and promote the use of technology to facilitate discovery of knowledge and cultural heritage.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;				
IMLS Focal Area	Lifelong Learning; Information Access				

Supporting Strategy 2.1	Highlight the collections of Washington libraries and partner organizations through innovative discovery and metadata initiatives..	
Supporting Strategy 2.2	Preserve & maintain access to newspapers (news media) published in Washington State.	
	Primary	Secondary
Intended Audience	Researchers and others interested in the unique history of Washington	Library staff and other partners serving this population
Implementation Type	Statewide project	Training and grants

Outcome	Library staff working with this population will
IMLS Intent	Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.
Project Name / Description	<p>The <b>Washington Rural Heritage</b> (WRH) project is a collaborative digitization program serving public libraries, tribal libraries, and partnering cultural heritage organizations such as historical societies and museums.</p> <p>The <b>Washington Digital Newspapers</b> program digitizes papers across five main geographic regions and strives to add non-English language papers and news from the diverse cultures within our state.</p> <p>The <b>Metadata Enhancement &amp; Remediation Grant</b> project will offer grants to support public, academic, and tribal libraries in remediating, re-cataloging, and/or enhancing digital collection records in preparation for the eventual harvest of collection metadata by a regional or state-level Digital Public Library of America (DPLA) service hub.</p>

Supporting Strategy 2.3	Manage and maintain a collaborative digitization program to highlight the collections of libraries, museums, and heritage organizations throughout the state. Increase visibility and access to unique and at-risk materials, including privately held family collections of Washingtonians.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff and other partners serving this population
Implementation Type	Statewide project	Grants and training
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' general knowledge and skills Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	<b>Washington Rural Heritage</b> collaborative digitization program	

<b>Goal 3.</b>	<b>Expand the reach and effectiveness of the Washington Talking Book &amp; Braille Library (WTBBL) with innovative outreach initiatives to increase overall user</b>
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<b>population, establish and strengthen borrower relationships, and promote relevant high quality, accessible library and information resources.</b>					
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Provides direct services to those not able to handle standard print materials.				
Need Met	Alignment with IMLS Strategic Plan priority - Prepare people to be full participants in their local communities and our global society by placing the learner at the center and supporting engaging experiences in libraries.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;				
IMLS Focal Area	Lifelong Learning; Information Access; Institutional Capacity; Civic Engagement				

Supporting Strategy 3.1	Grow outreach and public awareness initiatives, developing strategic campaigns to connect specific eligible user groups with library service.	
Supporting Strategy 3.2	Enhance access to education, information, and literacy support for Washington’s youth through innovative programming, outreach and statewide partnerships.	
Supporting Strategy 3.3	Increase access to WTBBL audiobooks through more local production in English and Spanish, duplication on demand, personalized readership programs, and download instruction and support.	
Supporting Strategy 3.4	Realign volunteer priorities and strengthen the volunteer base.	
	Primary	Secondary
Intended Audience	Underserved and marginalized individuals	Library staff and other partners serving this population
Implementation Type	Statewide program	Training and outreach
Outcome	Library staff working with this population will	
IMLS Intent	Improve users’ general knowledge and skills	

	Improve users' ability to participate in their community
Project Name / Description	The <b>Washington Talking Book &amp; Braille Library</b> builds community and provides equal access to information and reading materials for Washington residents unable to read standard print.

<b>Goal 4.</b>	<b>Expand and enhance the provision of direct library and information services to incarcerated and hospitalized populations in support of education, literacy, recovery, recreation, and reentry.</b>				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Provides direct services to residents of these facilities and builds partnerships between DOC, DSHS, local libraries and their communities.				
Need Met	Governor's State Priority Issue – Healthy and Safe Communities				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;				
IMLS Focal Area	Lifelong Learning; Information Access; Civic Engagement				

Supporting Strategy 4.0	Provide direct library service to incarcerated and hospitalized populations and to the extent allowed to staff of these institutions.
Supporting Strategy 4.1	Work with the Department of Corrections (DOC) and other partners to identify re-entry resources and training, and make those available as part of a coordinated program to support inmates preparing for re-entry.
Supporting Strategy 4.2	Work with the State Board for Community and Technical Colleges (SBCTC) and the Department of Corrections (DOC) to improve employability for recently released inmates by improving their digital literacy.
Supporting Strategy 4.3	Improve employability prospects for the recently released by supporting them to become Microsoft Office Specialist (MOS) certified in one or more Microsoft Office applications.
Supporting Strategy 4.4	Work with Talent and Prosperity for All (TAP, Washington's workforce development plan) partners to educate employers about hiring formerly incarcerated, with the goal of improving employers' "ban the box" status.

Supporting Strategy 4.5	Partner with DSHS to expand support of active treatment and recovery for patients of Eastern and Western State Hospitals.	
	Primary	Secondary
Intended Audience	DSHS and DOC resident populations and facility staff	Library staff and other partners serving this population
Implementation Type	Statewide program	Collection development and programming
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' ability to obtain and/or use information resources. Improve users' ability to participate in their community.	
Project Name / Description	The <b>Institutional Libraries</b> serve state hospital and correctional facility residential populations, with the delivery of professional library and information services to support their needs. Each state hospital and correctional facility branch provides material for reentry, recovery, education, and recreation, as well as a prosocial space where inmates can access resources needed to make positive changes.	

Supporting Strategy 4.6	Foster a deeper understanding and connection to literature and poetry through coordinated statewide therapeutic literacy programming such as Poetry Month, Summer Reading, and ILS Reads.	
	Primary	Secondary
Intended Audience	DSHS and DOC resident populations and facility staff	
Implementation Type	Programming	
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' general knowledge and skills	
Project Name / Description	The <b>Institutional Libraries</b> program	

Supporting Strategy 4.7	Continue to provide a safe, neutral and pro-social environment to advance literacy, encourage independent learning and to foster creativity of all incarcerated and hospitalized library patrons, regardless of race, gender, religious affiliation, or disability.	
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	Primary	Secondary
Intended Audience	DSHS and DOC resident populations and facility staff	
Implementation Type	Statewide program	Training and outreach
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' general knowledge and skills Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	The <b>Institutional Libraries</b> program	

<b>Goal 5.</b>	<b>Elevate the quality of library service and caliber of library staff through statewide projects, facilitation, consulting, grants, training, and modeling best practices to build capacity in libraries statewide.</b>				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Builds capacity to enhance library service to the local community and develops partnerships between local libraries and their communities.				
Need Met	Alignment with IMLS Strategic Plan priority - Maximize the value of the library for the American public through excellence in public management, strategic alignment of resources, and prioritization of programmatic activities.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;				
IMLS Focal Area	Institutional Capacity				
Supporting Strategy 5.0	Provide training in a variety of formats to local library staff to enhance their knowledge, skills, and abilities in order to better serve their communities.				

Supporting Strategy 5.1	Leverage outcomes training and practices to build better projects with measureable outcomes.	
Supporting Strategy 5.2	Model effective project management for libraries receiving funding and undertaking projects.	
Supporting Strategy 5.3	Produce standardized measurement tools to evaluate project results and statewide services.	
Supporting Strategy 5.4	Facilitate the sharing of best practices and professional expertise amongst libraries and library staff.	
	Primary	Secondary
Intended Audience	Library staff	
Implementation Type	Training	
Outcome	Library staff working to	
IMLS Intent	Improve the library workforce Improve library operations	
Project Name / Description	<p><b>Training</b> serves library staff from all types of libraries in order to increase their effectiveness in working with their community.</p> <p>The <b>K-12 Teacher-Librarian</b> project facilitates the development of curriculum and training programs for teacher-librarians and other K-12 library staff around the state.</p> <p>The <b>Youth Services</b> project facilitates learning, interaction and sharing of best practices for library staff in the area of early learning and youth services.</p> <p><b>Professional Development Grants</b> allow local libraries the opportunity to send their staff to training events and to bring in trainers to enhance the knowledge and skills of library staff and trustees.</p>	

Supporting Strategy 5.5	Create grant opportunities that include professional training opportunities, resources, and service/program development.	
	Primary	Secondary
Intended Audience	Libraries and library staff	Libraries and library staff

Implementation Type	Grants	Promote best practices learned through grants to the broader library community
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	<b>Grants to Libraries</b> fund development of new or enhanced library programs and services.	

Supporting Strategy 5.6	Partner with libraries to build organizational capacity and deliver cooperative services.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff
Implementation Type	Statewide project	Consulting and training
Outcome	Library staff working with this population will	
IMLS Intent	Improve users' general knowledge and skills Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	<p>The <b>Statewide Database Licensing</b> Project leverages the combined purchasing power of the state's nonprofit public, tribal, academic, K12, research, and hospital libraries to save literally millions of dollars in purchasing subscriptions to a suite of research database products</p> <p><b>Off the Page: Downloadable Audiobooks and eBooks</b> assists a wide range of Washington libraries in offering eBooks and downloadable audiobooks to their patrons, by providing group purchase opportunities that make these formats more affordable, especially for smaller libraries.</p> <p>The <b>Ask WA</b> program provides a range of online reference services for Washington residents by creating a network of collaboration and support among libraries through the state.</p> <p>Share WSL staff expertise with libraries throughout the state to provide <b>Statewide Assistance to Libraries and Technology Services</b> in order to reduce local library expenses but also increase the capacity of library</p>	

	<p>staff to provide a higher level of service to their communities than might otherwise be possible.</p> <p><b>K20 Library Support</b> and other <b>IT Services</b> develop library services that provide all users with access to information through the support of library efforts to provide reliable high speed Internet connectivity and infrastructure.</p> <p>Develop <b>new projects</b> which enable libraries to leverage their collective knowledge and seed innovation.</p>
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## Section 4. Programs (Activities)

The narrative for each goal must describe its supporting projects, and explain what will be done, for whom; which procedures will be used to carry them out; what benefit or outcome is expected; and how the State Library will use IMLS funds to assist in meeting these goals. 20 U.S.C. § 9134(b)(2). A timeline should be provided for each goal and for each year, showing when program activities will take place.

The use of LSTA funding may include: statewide projects, smaller projects targeted at specific needs; projects to take advantage of various opportunities including the implementation of emerging technology; or projects that target a specific segment of the Washington library community and their customers. The use of LSTA funding may range from technical assistance, consulting and training, 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 projects 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 2018 – 2022.

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 staff (staff whose tenure is tied to the duration of the project). At times, statewide projects or portions thereof may be completed under contract with other organizations or individuals.

In cases where a statewide project 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.

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## Section 5. Coordination Efforts

This section must include a crosswalk that maps each goal to one or more of the six Measuring Success focal area(s) and maps associated projects to one or more of the fourteen corresponding intent(s):

- ❖ Lifelong Learning
  - Improve users' formal education
  - Improve users' general knowledge and skills
- ❖ Information Access
  - Improve users' ability to discover information resources.
  - Improve users' ability to obtain and/or use information resources.
- ❖ Institutional Capacity
  - Improve the library workforce
  - Improve the library's physical and technological infrastructure
  - Improve library operations
- ❖ Economic & Employment Development
  - Improve users' ability to use resources and apply information for employment support
  - Improve users' ability to use and apply business resources
- ❖ Human Services
  - Improve users' ability to apply information that furthers their personal, family, or household finances
  - Improve users' ability to apply information that furthers their personal or family health & wellness
  - Improve users' ability to apply information that furthers their parenting and family skills
- ❖ Civic Engagement
  - Improve users' ability to participate in their community
  - Improve users' ability to participate in community conversations around topics of concern.

Where appropriate, the State Plan must describe how the State Library will work with other state agencies and offices to coordinate resources, programs, and activities and leverage, but not replace, the Federal and state investment in elementary and secondary education; early childhood education; workforce development; and other federal programs and activities that relate to library services. (20 U.S.C § 9134(b)(6)).

The Washington State Library (WSL) encourages the development of partnerships and the coordination of resources to provide more effective service delivery. WSL will continue to work with other State agencies to coordinate resources, programs, and activities. Where appropriate, WSL will leverage other sources of funding to enhance the federal and state investment in areas such as elementary and secondary education, early childhood education, workforce development and other federal programs and activities that relate to library services.

Currently WSL is actively working in several partnership areas:

Project area	State Agency/Office Partnership	Approach
Youth services	Department of Early Learning Office of the Superintendent of Public Instruction	<ul style="list-style-type: none"> <li>• Serve on committee(s)</li> <li>• Explore common interests</li> <li>• Work together on projects and activities to further early learning</li> </ul>
K-12	Office of the Superintendent of Public Instruction	<ul style="list-style-type: none"> <li>• Explore common interests</li> <li>• Work together on projects and activities to further student learning</li> <li>• Work together to increase the number of summer feeding sites</li> </ul>
Technology services	Washington K-20 Educational Network Education Service Districts (ESDs)	<ul style="list-style-type: none"> <li>• Serve on committee(s)</li> <li>• Administer network services to public libraries resident on the network</li> <li>• Contract troubleshooting and other service issues to local ESDs</li> </ul>
Workforce development / Digital literacy	Work Source Washington Washington State Community and Technical Colleges Washington Department of Corrections	<ul style="list-style-type: none"> <li>• Serve on committee(s)</li> <li>• Explore common interests</li> <li>• Work together activities to further digital literacy and job readiness</li> </ul>
Digitization / Access to electronic resources	Oregon State Library	<ul style="list-style-type: none"> <li>• Explore common interests for partnering</li> </ul>
Institutional Library Services	Washington Department of Corrections Washington Department of Social and Health Services State Board for Community and Technical Colleges	<ul style="list-style-type: none"> <li>• Work together on activities to further successful re-entry into society</li> </ul>
Washington Talking Book & Braille Library	Washington State School for the Blind – WSSB Washington State Department of Services for the Blind	<ul style="list-style-type: none"> <li>• Coordination of service</li> </ul>
Ask Wa virtual reference service	Washington State Four-Year Universities Washington State Community and Technical Colleges	<ul style="list-style-type: none"> <li>• Cooperative purchasing</li> <li>• Coordinated service provision</li> </ul>

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## Section 6. Evaluation Plan

The State Plan must include an evaluation plan that describes the methodology that will be used to evaluate the success of projects established in the State Plan. 20 U.S.C. § 9134(b)(4). Projects that include components of public and library staff instruction; content creation, preservation, description, or lending; and planning and evaluation will be evaluated using outcomes-based assessment questions built into the State Program Report. SLAAs will also conduct five-year evaluations as directed by legislation. 20 U.S.C. § 9134(c).

The Washington State Library (WSL) will develop and conduct the evaluation of the LSTA program with the assistance of the Library Council of Washington. The evaluation will be conducted in accordance with LSTA requirements. The evaluation report will be developed using an independent evaluation of the activities implemented with LSTA funding.

The evaluation plan will be inclusive of WSL'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;
- Anecdotal evidence;
- 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.

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## Section 7. Stakeholder Involvement

Stakeholder involvement, communication, and monitoring are essential elements of a State Plan and must be integrated into it. SLAAs must describe 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. 20 U.S.C. § 9134(b)(5). Each SLAA seeking assistance under the Grants to States program may establish a State advisory council that is broadly representative of the library entities in the State, including public, school, academic, special, and institutional libraries, and libraries serving individuals with disabilities. 20 U.S.C. § 9151.

The Washington State Library (WSL) gathers information and advice from its stakeholders in several ways.

Advisory councils are integral to the way WSL conducts its business. The thirteen members of the Library Council of Washington (LCW) represent all facets of the Washington library community. Each year, Library Development asks the LCW to review its proposed work plan for use of the coming year's LSTA funds.

Major ongoing projects such as Statewide Database Licensing, Ask-WA (Virtual Reference), and Downloadable Audiobooks have advisory committees which advise the project manager on policies and direction.

Information and advice is also gathered from individuals, chiefly from the library community. Library Development staff uses the following methods:

- Booths at the library association conferences in the State of Washington allow individuals to ask questions, provide feedback and for WSL staff to provide information.
- The State Librarian and Library Development staff participate in the following statewide groups:
  - Library Leadership Council (directors and deans of 2-year college libraries).
  - Public Library Directors
  - Tribal Librarians Group
  - Washington Public Libraries Cooperate! (focused on online resources)
- Library Development staff also gathers input via project related site visits.

Library Development staff compile data on the use of LSTA funds by legislative district and by congressional district. These are used by agency management and the State Librarian in visits with legislators and members of Congress. They are also made available on WSL's website, <http://www.sos.wa.gov/library/libraries/projects/factsheets/>. The congressional district fact sheets are posted at <http://www.sos.wa.gov/library/libraries/libDev/publications.aspx#congressional>.

While the Washington State Office of Financial Management (OFM) might not seem a stakeholder, it is the budget arm of the Governor's Office. Through direct interaction with our policy analyst, legislators and legislative staff, WSL provides fiscal information relating to LSTA. OFM is able to observe the value of WSL's LSTA funded programs and recommend them to the governor.

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The State Librarian reports directly to the Deputy Secretary of State, and indirectly to the Secretary of State. Continuous dialog between these stakeholders, the State Librarian, Program Managers, and Library Development staff provide a rich understanding of the value of LSTA funded projects and activities for our Executive Managers and other Division Directors which leads to broad support of the State Library.

The State Librarian, Library Development Program Manager and Library Development staff interact daily with members of the library community, including library directors and trustees, on a variety of issues relating to programs funded through LSTA. Prompt and knowledgeable response of WSL staff to stakeholders has created a community that has supported the Washington State Library over many years.

The multiplicity of ways WSL seeks information from its stakeholders demonstrates the value WSL places on its stakeholders input.

## Section 8. Communications/Public Availability

SLAAs must describe the channels that will be used to communicate to stakeholders the content of the State Plan and any results, products, processes, or benefits. Each State Library 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)).

Like all other Washington State Library (WSL) 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 other feedback to set priorities and to design, deliver, and evaluate programs and services. WSL leadership believes that public policy is enhanced by the involvement by those affected by that policy.

WSL will use a variety of methods in publicizing the LSTA Plan and the services that result from it. These include:

- Providing the LSTA Plan to the Library Council of Washington for sharing among its various constituencies.
- Posting the Plan and related documents on the Library's website at <https://www.sos.wa.gov/library/libraries/dev/>.
- Announcing the plan and activities which result from the plan on major library association lists, which include those maintained by the Washington Library Association and its major divisions, Library Leadership Council, and Association of College and Research Libraries-Northwest Chapter.
- Announcing the plan and activities which result from the plan in *WSL presents: News from Washington Libraries* online newsletter. Use Facebook, Twitter and other social media to further create awareness of the Plan and projects and activities that follow.
- Posting grant and other announcements on the major library association lists. Other methods of outreach may also be used.
- Using opportunities to offer presentations and exhibits at conferences. WSL typically has a booth at the major conferences for the Washington Library Association at which it provides

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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. The Washington State Librarian and/or the Library Development Manager attend the meetings of the Library Leadership Council, i.e., two year college library deans and directors either in-person or virtually.

- 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 9. Monitoring

SLAAs must describe the procedures for continuous tracking of current performance in relation to the State Plan. See, 2 C.F.R. 200.327-332. This monitoring should comply with reporting requirements related to the State Program Report.

Monitoring the implementation of the plan and success in meeting the various goals listed within the plan will be the responsibility of both Washington State Library (WSL) staff and the Library Council of Washington.

Individual programs and projects will be reviewed on an annual basis when developing the LSTA State Programs Report.

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

Outcomes and related assessment activities will be developed and implemented as a normal part of project planning and implementation.

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 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 and when necessary, IMLS.

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## Section 10. Compliance and Assurances

The following are the required certifications and assurances:

- Program Assurances for 2018 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
- Assurances of Non-Construction Programs
- State Legal Officer’s Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries.

The following pages contain the required certifications and assurances:

- Statement of Program Assurances for 2018 Grant Award
- Certifications Regarding:
  - Debarment and Suspension
  - Drug-Free Workplace
  - Federal Debt Status
  - Internet Safety
  - Lobbying
  - Nondiscrimination
  - Trafficking in Persons
- Assurances of Non-Construction Programs
- State Legal Officer’s Certification of Authorized Certifying Official
- Reporting Sub-awards and Executive Compensation
- Assurance of compliance with Internet Safety requirements

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Supplementary Information:

**LSTA Grants to State Program / LSTA Purposes**

Use of Funds (20 USC 9141)

1. 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 in order to support such individuals' needs for education, life-long learning, workforce development, and digital literacy skills;
2. establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. providing 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 enhancing efforts to recruit future professionals to the field of library and information services;
4. developing public and private partnerships with other agencies and community-based organizations;
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. 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 (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;
7. developing library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and
8. carrying out other activities consistent with the purposes [of LSTA], as described in the state library administrative agency's plan.