
**WASHINGTON STATE LIBRARY
LIBRARY SERVICES AND TECHNOLOGY PLAN
2013–2017**

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Introduction

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. 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 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 needs identified should be based on the State Library's most recent five-year evaluation, complementary data, and advisory input. The State Library should describe data sources and the processes that were used to document the state's needs. This section of the Plan should also describe 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 programs, and explain what will be done, for whom; which procedures will be used to carry out associated activities; what benefit or outcome is expected; and how the State Library will use federal 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.** 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.** This section describes the methodology that the State Library will use to evaluate the success of the activities in meeting identified goals and priorities (20 USC Sec 9134 (b)(4)).
7. **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).
8. **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 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.** 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).
10. **Assurances.** The following are the required certifications and assurances:
 - Statement of Program Assurances (includes Internet Safety Assurance and compliance with the Trafficking in Persons requirement);
 - Certifications Regarding:

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- 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;
 - Reporting Sub-awards and Executive Compensation; 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)(3)):

- Notify the State Library of such determination and the reasons for such determination;
- Offer the State Library the opportunity to revise its State Plan;
- Provide technical assistance in order to assist the State Library in meeting the requirements of this section; and
- Provide the State Library 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 State Library 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) (45 CFR Sec. 1183.40 (b)(1)).
- **Revisions.** If, after the Five-Year Plan has been accepted, the State Library 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 State Library shall submit an evaluation report to IMLS that independently evaluates LSTA funded activities prior to the end of the Five-Year Plan. Each State Library (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)).
- **Matching and Maintenance of Effort.** Both matching and maintenance of effort are required as part of the LSTA State Programs grants.
- **Administrative Costs and Program Activities.** Not more than 4 percent (4%) of the total amount of funds received through the Grants for States Program for any fiscal year by a state may be used for administrative costs. 20 U.S.C. § 9132(a).

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 (SLAA) 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: 2009–2011 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 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 continuing education (CE), 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).

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 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.

The Central Library Services program is not directly associated with the use of LSTA funding. The Digital Collections project within Central Library Services however is used as a source of match and MOE.

Section 2. Needs Assessment

Based on information in the LSTA Five-Year Evaluation Report and the other data sources the following provides a high level summary of the major needs in libraries throughout Washington State.

Needs Summary

- Libraries must remain current in their provision of materials, programming and services in order to meet community and individual community member needs. Library staff members need to remain current in their areas of knowledge and skill.
- Libraries are centers of community enrichment and lifelong learning. As such, libraries need to provide materials, programming and services that enable community members to access the informational, educational, and recreational resources they need and desire both locally and globally.
- Libraries are an investment open to all within their community. Library staff members provide for existing customers but also 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.
- Libraries are recognized as community anchor institutions. To fulfill this role where appropriate, library staff members need to partner with organizations with complementary missions to better serve community needs.
- Library management and staff need to continually adapt and innovate to reflect changes in the community in order to remain relevant.

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 WSL asked the evaluators to make 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; in-depth interviews with WSL administrators and program managers; a focus group with the Library Council of Washington; four deep-dive

focus groups for six selected high-investment and/or ongoing programs; and a survey of the Washington library community.

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, web analytics for online resources and services, and other technical documents.

In-depth interviews with Washington State Library program managers and administrators

The evaluators conducted one-hour interviews with seven WSL program managers to contextualize the documentation provided, and to better understand strategy choices, program results, as well as perceived challenges and opportunities. The evaluators also conducted several multi-hour interviews with both the Acting State Librarian and Acting Library Development Program Manager.

Focus group with the Library Council of Washington

A two-hour focus group with members of the Library Council of Washington (LCW) was conducted on November 10, 2011 following the Council's quarterly meeting. The purpose of the focus group was to better understand: 1) how the advisory body views the efficacy of policy and program choices with reference to LSTA goals; 2) how strategies have changed over the past five years and how those changes might be influenced by data; and 3) lessons learned through LSTA-funded programs that may influence shifts in strategy over the next five years.

Deep-dive focus groups for selected programs

Six high-value, high-visibility programs were selected for in-depth assessment in consultation with WSL administrators. The purpose of each focus group was to learn about perceptions of program outcomes, opportunities and challenges grantees and participants have experienced or observed in the implementation of the program, and additional supports the WSL could provide in the next five years to help libraries meet the needs of their communities. The evaluators conducted focus groups for each program with 3-4 program grantees and participants.

Survey of the Washington State library community

A web survey collected information about how the Washington library community perceives the value and efficacy of WSL LSTA programs, where the WSL could improve, and what unmet needs might be targeted through future LSTA-funded programs. The survey was designed to be completed by library staff and trustees at all types of Washington libraries.

The survey generated 406 completed responses. The responses represent a convenience sample and are limited in their ability to represent the Washington library community as a whole. Nonetheless, survey respondents represented over 280 institutions and a wide variety of library types, roles, and geographic regions.

Responses were fairly evenly distributed among public, academic, and school libraries and were also fairly evenly dispersed among the state's three primary geographic regions.

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.

Analysis began with mapping the three 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 LCW focus group, and the program focus groups, as well as survey 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. Support library services for technology and digital literacy development in Washington communities

Supporting digital inclusion is a major policy and service focus area for public libraries. In addition to feedback from WSL stakeholders, the emerging Framework for Digitally Inclusive Communities from the IMLS, as well as discussions among Chief Officers of State Library Agencies (COSLA) membership indicates this is a priority.

Beyond having access to information technologies, Washington residents need to understand how to use them and navigate digital content effectively to achieve their educational, economic, and social goals. WSL should consider launching programs to enhance the digital literacy skills of Washington residents through local libraries. This approach both increases program efficiency in terms of meeting local needs but also provides libraries with additional collateral upon which to build community support. Interviews and focus groups with WSL stakeholders suggest this could take the form of a digital literacy resource portal for Washington libraries and residents, and additional training to enhance the skills and capacity of the library workforce to assist residents.

2. Support local library staff technology competencies and learning

Across all stakeholder groups, training opportunities for local library staff were perceived as a high-value investment of LSTA funds. Survey, focus group, and LCW feedback indicates that as budgets are cut, local libraries are increasingly looking to WSL as a professional development lifeline. At the same time, there is also widespread concern among Washington libraries about keeping up with advances in technology and helping community members adapt as well.

Accordingly, WSL should enhance and expand continuing education and training opportunities for Washington library staff, especially for advancing technology competencies. Train-the-trainer opportunities that help library staff learn from each other as well as provide instruction to the public are recommended. Increasing the skills and knowledge of local library staff builds library capacity, amplifies the local library's value within the community, and introduces efficiencies that will result in more Washington residents being served.

3. Enable Washington residents to access new digital content

As Washington residents increasingly look for and consume information in digital formats, local libraries need to respond by providing enhanced access to digital content. WSL has increased the capacity of libraries to meet this need through support of digital preservation; consortium purchasing of digital content; uniform digital cataloging; and an emerging effort to establish eReader and eBook best practices for libraries. WSL stakeholders reported these programs have increased the relevance of local libraries within Washington communities. Additionally, digital formats contribute to library sustainability by enabling simultaneous remote access to resources and decreasing the burden on physical infrastructure.

Accordingly, WSL should continue to invest in programs that increase the capacity of local libraries to provide access to digital content. Enabling Washington residents to access new digital content will advance the LSTA priority of providing access to information and resources in a variety of formats, enhancing coordination and linkages among and between libraries, as well as the larger LSTA goal of ensuring preservation of knowledge.

4. Serve as a convener, enabling libraries to leverage collective knowledge

Stakeholders of all types reported finding high value in WSL's role as a convener. In this capacity, WSL has supported opportunities for practitioners to gather in-person and virtually to share knowledge, as well as the expansion of collective knowledge through the development of research-based best practices.

To help Washington libraries face new challenges and thrive, WSL should invest in more programs that encourage sharing of best practices among libraries, and find new ways to enable communities of practice to connect and help one another.

5. Align programming with goal of seeding innovation

WSL is uniquely suited to "get out in front of" and respond to emerging challenges on behalf of the library community. To accomplish this, WSL should establish an ongoing program with a dedicated funding stream to seed short-term projects that address new needs through innovation. WSL's performance benchmark for innovation projects should be the production and dissemination of new knowledge.

6. Build outcome-based evaluation plans into programs at their inception

To address the need for more strategic decision making, WSL should build evaluation plans and performance indicators into programs during the planning phase.

To the extent possible, WSL should establish indicators that can be used to track performance across like programs to show collective impact. Building evaluation plans into each program will help create a shared understanding of the program's purpose and goals,

create consistency in grant reporting, and increase WSL's capacity to assess programmatic as well as organizational progress and impact.

Other Data Sources

Statewide Vision

A statewide vision, *Libraries & Communities: Creating Excellent Libraries*, developed by Consensus, a Kansas City nonprofit, served as the basis for the previous LSTA Five-Year Plan. This vision includes key trends, values, visions and goals developed over the course of four, one-day future search conferences held at sites around Washington State. Much of the vision is still valid and provides a basis for identifying additional needs within this Five-Year Plan.

Participants in the future search conferences worked in self-managed groups to accomplish four main tasks: 1) focus on the past by creating a timeline of events that affected libraries, their personal lives and the world; 2) focus on the present by creating a mind map of present trends; 3) development of scenarios for the future showing what 2012 would look like if libraries and communities assured excellent libraries; and 4) development of goals and action steps.

In addition, telephone interviews were conducted with 31 staff and volunteer leaders from libraries of all types. An online survey of library administration, staff, support staff, and trustees was conducted with 340 respondents completing the survey. An online survey of library users was also conducted with 283 users completing the survey.

Core values. Conference participants identified the following core values:

- **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.

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- 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.

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.** These surveys reiterate that provision of electronic resources such as those provided through the Statewide Database Licensing project were highly valued. The survey also identifies the provision of other types of resources such as books, movies, and music as very important. In addition, users identified a greater need for library support in finding new books that will interest them. Book lists and reader's advisory services were identified as two ways of supporting these users.
- **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. The State Library should develop some type of communication vehicle, such as a wiki or dedicated website, that would allow youth services staff to share resources, programming, best practices, their work with community partners, and training.
- **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 are 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 IdeaScale Community Page for IMLS Strategic Planning and the resulting IMLS Five-Year Strategic Plan 2012 – 2016. The new 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 2013–2017

Two customer groups for the LSTA-funded services of the Washington State Library have been identified. They are libraries and their staff, and the residents of Washington State.

Addressing Community Needs through Access to Library Programs, Resources and Services

Needs

- Libraries must remain current in their provision of materials, programming and services in order to meet community and individual community member needs. Library staff members need to remain current in their areas of knowledge and skill.
- Libraries are centers of community enrichment and lifelong learning. As such, libraries need to provide materials, programming and services that enable community members to access the informational, educational, and recreational resources they need and desire both locally and globally.
- Libraries are an investment open to all within their community. Library staff members provide for existing customers but also 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.
- Libraries are recognized as community anchor institutions. To fulfill this role where appropriate, library staff members need to partner with organizations with complementary missions to better serve community needs.
- Library management and staff need to continually adapt and innovate to reflect changes in the community in order to remain relevant.

Goal

The Washington State Library will support all types of libraries in expanding access to information in a variety of formats, and in providing informational, educational and recreational programs and services for the benefit of all Washingtonians.

Primary LSTA Purpose (Other LSTA purposes may also apply)

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

Outcome

Washingtonians access the information they need from their libraries in electronic and traditional formats.

- Washingtonians know how to access the information they desire (information and digital literacy).

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- Washingtonians have the information they need available from their libraries in digital or traditional formats (resource availability).
 - Washingtonians are able to use a variety of methods to access this information.
 - Washingtonians are able to get help from library staff when they need it in order to find the information they want.

Strategies and Activities:

- Enhance the digital literacy skills of Washington residents through local libraries, the Washington Talking Book & Braille Library (WTBBL), and WSL branch libraries.
 - Coordinate statewide training for digital literacy through local libraries, i.e., “train the trainers”, and deliver services through WTBBL and State of Washington Department of Correction (DOC) and Department of Social and Health Services (DSHS) branch libraries, e.g. through outreach, continuing education and training programs.
 - Invest in programs that increase capacity of local libraries to provide access to digital content and leverage other sources of funding to make digital resources more widely available and easily accessible, with awareness of accessibility issues and the full scope of digital options.
 - Leverage other sources of funding to increase access and availability of digital resources for Washingtonians, e.g. through Statewide Database Licensing, Wayfinder, and Off the Page.
 - Provide high-speed, reliable connectivity and services reliant on such connectivity, e.g., broadband infrastructure and creating a network of libraries, the K-20 Network Project, and support of E-Rate filing, working with libraries and their community partners.
 - Assist libraries in making local resources more broadly available to their communities.
 - Work with local libraries to preserve and provide access to unique local and state materials, e.g. through Washington Rural Heritage.
 - Seed short-term projects that address new needs through innovation.
 - Support the work of the library community to develop projects to increase access to information for the people of Washington.
 - Lead development and implementation of innovative, cutting-edge resources and services, i.e., seed projects, through short-term pilot projects such as e-reader sub-grants.
 - Provide opportunities for public and civic engagement through local libraries.
 - Support the work of the library community to develop projects that increase public and civic engagement among the people of Washington, e.g., , training and provision of other resources for conducting author talks, book clubs, community reads, or discussion groups.
 - Support the needs of all people of Washington for reading and information; formal and informal education, lifelong learning, workforce development, literacy skills (digital, emergent and Braille); and health and well being.
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- Deliver services directly to the blind and physically handicapped through WTBBL and to the institutionalized in correctional centers and state hospitals through WSL branch libraries. These libraries tailor services to meet the specific needs of these populations.
 - Assist libraries to meet the reading, information, education, literacy, work force, health and well being needs of their communities, e.g., through Ask-WA, two-year college libraries, K-12 school libraries, and Transforming life after 50 projects.
 - Enhance the ability of local libraries to serve all Washington residents, especially those who are vulnerable, unserved or underserved such as those who are institutionalized or are blind and physically handicapped.
 - Develop and implement strategies for providing delivery of library resources to vulnerable, unserved and underserved populations, e.g., such as through WTBBL which is a resource for libraries serving disabled readers within their communities; early learning projects including the Read to Your Baby Booklets and Connecting the Dots; and youth services projects, including summer reading programs.
 - Develop programming and activities for the institutionalized to supplement library services and collections.
 - Ensure disabled residents have access to accessible materials through collaboration of institutional branch libraries and WTBBL.

Service to the Library Community

Need

- Libraries must remain current in their provision of materials, programming and services in order to meet community and individual community member needs. Library staff members need to remain current in their areas of knowledge and skill.
- Libraries are recognized as community anchor institutions. To fulfill this role where appropriate, library staff members need to partner with organizations with complementary missions to better serve community needs.
- Library management and staff need to continually adapt and innovate to reflect changes in the community in order to remain relevant.

Goal

The Washington State Library will support all types of libraries to improve the quality of library services throughout Washington by providing training and other resources to enhance the ability of library staff to meet the needs of their communities and to facilitate support for libraries through the development of LSTA-funded projects.

Primary LSTA Purpose (Other LSTA purposes may also apply)

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

Outcome

- Library staff participating in LSTA supported training have the knowledge, skills and abilities to provide high quality library service to their communities.
- People who take advantage of the educational opportunities at their libraries will be more fully prepared to participate in their communities.

Strategies and Activities:

- Enhance and expand continuing education and training opportunities for staff in Washington libraries to improve competencies.
 - Improve staff competencies (knowledge, skills, abilities and behaviors) through specialized consulting in, e.g., technology; library governance and practice; youth services and early learning; digital online services; consulting with staff of small, rural and American Indian libraries.
 - Support continuing education (both general and technology) and professional development opportunities, e.g., through CE grants, First Tuesdays programming, Washington State Clippings, various State Library supported lists, and WSL Updates.
 - Coordinate statewide training of library staff, e.g., through WebJunction.
 - Deliver training utilizing expertise of WSL branch library staff and WTBBL staff.
 - Provide guidance to library leadership and staff in areas of library planning, governance, and library operations e.g., through general and technology consulting.
- Convene and promote collaboration between and among all types of libraries and other entities.
 - Encourage collaboration between libraries and community partners, e.g., through sub-grant requirements such as Connecting Libraries Through Resource Sharing.
- Serve as convener to encourage library partnerships with community stakeholders and promote community involvement and local investment in libraries.
 - Connect communities to libraries, e.g., using the online directory.
 - Provide coordination and facilitation for groups of libraries and other community organizations, working to address common needs, e.g., early learning, youth services, digital literacy, adult literacy, and workforce development.
- Collect library research-based best practices, share them with Washington libraries, and encourage libraries to utilize them in order to enhance the ability of libraries to provide enhanced programming and services.
 - Incorporate useful and practical research and learning methods, e.g., add OBE requirements to sub-grants; train on OBE methodology. Promote peer-to-peer learning as a means of sharing and learning among the library community.
 - Encourage sharing of best practices among libraries. Find new ways to enable communities of practice to help one another.

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- Share best practices locally and nationally, e.g., through the network of libraries for the blind and physically handicapped.
 - Provide resources to the library community.
 - Coordinate collection of data and other information to document changes and trends in the Washington library community.
 - Focus on continued and increased support for all types of libraries.
 - Provide information about the work done in Washington libraries for local, state and national usage, e.g., through the yearly provision of legislative and congressional district fact sheets.
 - Support the work of the library community to develop projects to increase access to information for the people of Washington.

Section 4. Programs (Activities)

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 2013 – 2017.

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 project). At times, statewide projects or portions thereof may be completed under contract with an organization or individual.

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.

Section 5. Coordination Efforts

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 three areas: 1) early childhood education; 2) elementary and secondary education; and 3) broadband.

The Acting State Librarian and WSL youth services staff met with the Executive Director of the Washington State Department of Early Learning in March 2012 to discuss areas of commonality and to begin to identify areas in which mutual work together would further early learning in Washington state. For several years, WSL has been working with non-profits with an interest in early learning such as the Early Learning Foundation and the Early Learning Public Library Partnership. Continuing to explore common interests and working together where appropriate is a logical outgrowth of these discussions.

The WSL youth services staff have been working with the Office of the Superintendent of Public Instruction the state's K-12 education office, to further enhance student learning in areas of mutual interest. As opportunities arise, this relationship will continue.

WSL works with other state agencies that have interests in developing broadband throughout the State. During a past legislative session the Department of Information Services (DIS), the agency primarily responsible for broadband implementation within Washington State, was split among three state agencies. The recently created Consolidated Technology Services (CTS) is now responsible for the majority of service provision duties related to the state's broadband infrastructure. This includes a day-to-day operations role in the Washington K-20 Educational Network, the statewide education and research network serving the academic and K-12 communities along with public libraries and other public entities. The Washington State Office of Financial Management now houses the state's Office of the Chief Information Officer (OCIO) which is responsible for advising the Governor's Office and the Legislature on technology interests, preparing and implementing a strategic IT plan and enterprise architecture for the state, as well as maintaining direct responsibility for the K-20 network. The third follow-on agency to DIS is the Department of Enterprise Services (DES), which includes among its many responsibilities expediting technology purchasing and training and the provision of other technology services to state and local agencies.

The Department of Commerce Broadband Office is now responsible for the development and promotion of the state's broadband resources in the spirit of developing this resource for the benefit of the Washington economy and the residents of the state.

Section 6. Evaluation Plan

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

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.

Section 7. Stakeholder Involvement

Washington State Library (WSL) gathers information and advice from its stakeholders in many 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 Washington library community. Each year, Library Development asks LCW to review its proposed work plan for use of the coming year's LSTA funds. When staff and funds are available, the Washington library community is asked to propose projects through the Council members. Once the project ideas have been gathered, LCW considers whether or not these proposed projects should be implemented.

Major ongoing projects such as Statewide Database Licensing, Ask-WA (Virtual Reference), WebJunction 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 three primary library association conferences in the State of Washington allow individuals to ask questions or provide information.
- The State Librarian and Library Development staff participate in the following statewide groups:
 - Library Media Directors Council (directors and deans of 2-year college libraries).
 - Public Library Directors
 - Tribal Librarians Group

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- PR Forum (public information personnel from public libraries)
 - Washington Public Libraries Cooperate! (focused on online resources)
 - Library Development staff survey stakeholders periodically to gather information before embarking on new projects or initiatives.
 - Library Development staff also gathers input via project related site visits.

Library Development staff compile data on the uses of LSTA funds by legislative district and by congressional district. The former is used by the State Librarian in visits with legislators. They are also made available on WSL's website,

<http://www.sos.wa.gov/library/libraries/projects/factsheets/>. The same data is reorganized by congressional district for use with our congressional officials in Washington, D.C. The State Librarian typically visits congressional senator and representatives during National Library Legislative Day to talk about the value of LSTA to Washington libraries. 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 see the value of WSL's LSTA funded programs and recommend them to the governor.

The State Librarian reports directly to the Assistant Secretary of State, and indirectly to the Secretary of State. Continuous dialog between these stakeholders, the State Librarian, the Program Manager for Library Development, and Library Development staff provide a rich understanding 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 member of the library community, including library directors and trustees, on a variety of issues relating to programs funded through LSTA. The prompt and competent response of staff to stakeholder has created a community that has supported us in good times and in more challenging times.

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

Section 8. Communications/Public Availability

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 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, and Association of College and Research Libraries-Northwest Chapter.
- Announcing the plan and activities which result from the plan in WSL Updates, WSL's news list, which is received by approximately 1,900 persons.
- Posting grant and other announcements on the major library association lists.
- Using opportunities to offer presentations and exhibits at conferences. WSL typically has a booth at the major conferences for the Washington Library Association, Washington Association of Library Employees, 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 he speaks about WSL and LSTA.
- 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

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 a regular basis utilizing reports from project managers at WSL. Individual programs and projects will also 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.

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 10. Compliance and Assurances

The following pages contain the required certifications and assurances:

- Statement of Program Assurances for 2013 Grant Award
- Certifications Regarding:
 - Debarment and Suspension
 - Drug-Free Workplace
 - Lobbying
 - Federal Debt Status
 - Nondiscrimination
- 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

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.

IMLS Focal Areas

Access to Information

- Digitization
- Databases
- Civic Engagement

Informal Education

- Lifelong Learning
- Human Services
- Employment and Small Business Development

Goal Mapping

Washington State Library – Draft of Programs, Focal Areas, Federal Priorities and State Goals

IMLS Focal Area	Federal LSTA Priority	Washington LSTA Five-Year Plan Strategy	State Goal
Informal Education <ul style="list-style-type: none"> Lifelong Learning 	1 – Services for learning and access	Enhance the digital literacy skills of Washington residents through local libraries, Washington Talking Book & Braille Library (WTBBL), and WSL branch libraries.	Goal 1 – Expanding Access
Access to Information <ul style="list-style-type: none"> Databases 	2 – Electronic and Other Linkages	Invest in programs that increase capacity of local libraries to provide access to digital content and leverage other sources of funding to make digital resources more widely available and easily accessible, with awareness of accessibility issues and the full scope of digital options.	Goal 1 – Expanding Access
Access to Information <ul style="list-style-type: none"> Digitization 	2 – Electronic and Other Linkages	Assist libraries in making local resources more broadly available to their communities.	Goal 2 – Support for Libraries and Library Staff
Informal Education <ul style="list-style-type: none"> Lifelong Learning 	2 – Electronic and Other Linkages	Seed short-term projects that address new needs through innovation.	Goal 2 – Support for Libraries and Library Staff
Access to Information <ul style="list-style-type: none"> Civic Engagement 	7 – Collaborations and networks	Provide opportunities for public and civic engagement through local libraries.	Goal 1 – Expanding Access
Informal Education <ul style="list-style-type: none"> Lifelong Learning 	5 – Diversity and limited functional literacy skills / People with special needs	Support the needs of all people of Washington for reading and information; formal and informal education, lifelong learning, workforce development, literacy skills (digital, emergent and Braille); and health and well being. (This seems too broad)	Goal 1 – Expanding Access
Informal Education <ul style="list-style-type: none"> Lifelong Learning 	5 – Diversity and limited functional literacy skills / People with special needs	Enhance the ability of local libraries to serve all Washington residents, especially those who are vulnerable, unserved or underserved such as those who are institutionalized or are blind and physically handicapped.	Goal 1 – Expanding Access

IMLS Focal Area	Federal LSTA Priority	Washington LSTA Five-Year Plan Strategy	State Goal
n/a	3 – Library workforce development	Enhance and expand continuing education and training opportunities for staff in Washington libraries to improve competencies.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	4 – Partnerships	Convene and promote collaboration between and among all types of libraries and other entities.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	4 – Partnerships	Serve as convener to encourage library partnerships with community stakeholders and promote community involvement and local investment in libraries.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	3 – Library workforce development	Collect library research-based best practices, share them with Washington libraries, and encourage libraries to utilize them.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	8 – Other activities	Provide resources to the library community.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	3 – Library workforce development	Enhance the ability of libraries to provide enhanced programming and services.	Goal 2 – Support for Libraries and Library Staff
Informal Education • Lifelong Learning	3 – Library workforce development	Focus on continued and increased support for all types of libraries.	Goal 2 – Support for Libraries and Library Staff