

Washington State Library LSTA Five-Year Evaluation Report

Part 1. Lessons Learned and Future Directions

***Part 2. Evaluation of Washington State Library's
LSTA Five-Year Plan and Implementation
Activities***



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Washington State Library
LSTA Five-Year Evaluation:
Lessons Learned and Future Directions

Prepared by

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and the
Library Council of Washington

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Washington State Library

Lessons Learned and Future Directions Report

Executive Summary

As the Washington State Library (WSL) has worked to implement the Library Services and Technology Act (LSTA) program in Washington state, seven ideals for action can be identified as exceptionally important to the success of the LSTA program. These ideals, extracted from the lessons learned and future directions section of this report, are:

- Planning
- Community input
- Communication
- Marketing
- Customer service
- Access to learning resources
- Partnerships and collaboration

Planning

Planning is a vital first step in any activity. Planning takes place at several levels within Washington state's LSTA program including the five-year plan, the Library Council of Washington (LCW) proposal process, and on individual projects.

Each level of planning acts as a guide to the future and involves laying out the steps and allocating available resources (staff, equipment, or fiscal) needed to achieve common goals. As planning time frames shorten, from longer range to project specific, the appropriate level of detail moves from broad to precise.

Keywords for the development of plans of all types should be focus, demonstration of progress, impact, and accountability.

Planning is important for the wise use of funds. This role is inclusive of all groups working with LSTA funding and programs, the Washington State Library Commission (WSLC), LCW, WSL staff, and other advisory committees.

Community Input

Community input is essential if plans are to have relevance.

The LCW has proven effective in advising the WSLC and the WSL staff and shaping library development in Washington. WSL needs to continue to use the LCW for library development planning and prioritization of the use federal of LSTA funding in Washington state.

Project advisory committees have proven effective in the planning, development, implementation, and oversight of various LSTA funded initiatives. These should be continued as they not only provide a vital source of expertise but also work to form more extensive partnerships with the library community and other community organizations.

The Washington State Library needs to continue to seek effective means of assessing the needs of the library community. Often times, this involves creating a balance between our need for information and that of the library community not to be overburdened with requests for information. Where appropriate, our assessment work should piggyback on that of other agencies/organizations (their surveys, etc.) to minimize impact on the library community.

It is very difficult to maintain awareness of the needs of the unserved and underserved population of the state. General consulting with library staff, trustees, and citizens is an important way to maintain awareness of these needs.

Communication

Effective communication is important among the WSL constituents, clients, and stakeholders. With the transition from LSCA to LSTA, has come the added responsibility of the WSL to increase awareness of LSTA among all libraries, to enable understanding, and to provide guidance in order to have the greatest possible impact on the citizens of Washington state.

As part of getting the message out and checking to see that it has been received and understood, WSL will continue to employ methods and technology appropriate to the various sectors of the library community, including to continue to make use of the Library Council of Washington members' connections to their constituencies.

The outcome of the careful building and maintenance of communication will be the continued growth of partnerships and effective collaboration among the members of the library community.

Marketing

Marketing is essential to build awareness, develop understandings, and create constituencies. The Washington State Library must effectively promote statewide initiatives/grants and keep the library community and the public aware of these accomplishments and their value. Both the "Washington State Library" and "IMLS" brands must be promoted in order to build constituency support and help citizens of Washington comprehend the added value that the agencies implementing these projects bring to the delivery of information statewide.

Customer Service

Customer service is crucial to any business and WSL is no exception. A client's positive experience builds the WSL reputation, increases the positive impact of marketing of the WSL services and information about LSTA programs and projects, and sets the expectation that the WSL in an important part of the state's program of service. While much consulting can be done by phone, email, videoconference, and other technological means, face-to-face contact and personalization of service is critical.

To provide effective customer service, a balance needs to be created between the need for consulting and the demands of project management. Information about LSTA programs and projects also needs to be available and convenient to access.

Access to Learning Resources

Libraries can build upon each others' efforts and the good work previously completed. There is a demonstrated need to share what is being learned from the implementation of projects, including the documentation of "best practices". Information about projects and programs must be made available in a consistent fashion. The "lessons learned" and "best practices" messages must be reinforced by repeating them and getting these messages in front of appropriate staff and decision-makers using a variety of methods.

Partnerships and Collaboration

Participation in collaboration and consortia are important ways to strengthen libraries, extend resources, and expand purchasing power.

Community partners increase the visibility of the library, knowledge of the wide variety of services available through local libraries, and make a significant impact on the community.

Partners bring new perspectives, a wider variety of expertise, increased support, and more grounding in reality. They provide project ownership, improved guidance, and increased connection with numerous people in the library's community.

Results and accomplishments related to the implementation of LSTA are detailed in the executive summary from the *Evaluation of Washington State Library's LSTA Five-Year Plan and Implementations Activities* report.

Introduction

A letter to the Institute of Museum and Library Services (IMLS) from WSL described a plan for evaluation of Washington state's LSTA program that would comply with IMLS guidelines and LSTA regulations. That letter indicated that WSL would issue an RFP to obtain an outside evaluator. The letter further stated that it was the intent of the WSL to select a person or group to conduct an independent evaluation that would lend credibility to the review and to select an evaluator that had the expertise to evaluate implementation of the program.

The evaluator was to conduct plan and policy review; review plan goals, objectives, and accomplishments; review programmatic implementation; conduct results analysis; and develop and deliver the report. The general methodology was to include use of existing data sources whenever possible. Existing data was to include information gathered from focus groups, Statewide Plan forums, surveys, annual reports, and sub-grantee reports. Existing data also included compilation of WSL LSTA funded activities including information about the Library Council of Washington (LCW) LSTA proposal process, project proposals and reports, grant guidelines, grant applications, and awards.

The development of the evaluation report actually occurred as a two-part process. The first part was the development of the general evaluation conducted by the outside reviewer. The second part was the development of a narrative covering lessons learned and future directions, developed by WSL staff and the LCW. Together, both parts would form the LSTA Five-Year Evaluation Report for Washington state.

Washington state policy requires that good faith efforts be made to use the professional expertise and services available through other public entities, such as state agencies, universities, and similar entities, prior to releasing a formal request for proposals to private individuals or organizations. In March 2001, the WSL identified several public agencies and entities with the likely expertise to complete the evaluation. Each entity was contacted as to their availability to perform these services. The description of services required was e-mailed to four entities (three departments at two universities, and one state agency). The Information School of the University of Washington was selected and an interagency agreement was formalized for the completion of services. Matthew L. Saxton, Assistant Professor within the Information School, was the principal researcher for this project. Throughout the development of the report, several graduate assistants assisted Mr. Saxton.

The evaluation was conducted using existing sources of data supplemented by meetings and interviews with WSL staff. Staff at WSL met with Information School researchers on a number of occasions answering questions, providing information, and clarifying issues about the LSTA program at WSL. Mr. Saxton met with LCW on two occasions. He presented the draft report and preliminary results at these meetings. The final report from the Information School at the University of Washington was received by WSL on February 5, 2002.

The second part of the evaluation report was the development of a narrative covering lessons learned and future program directions. This report was developed by WSL staff and LCW. The report builds upon the general evaluation report by describing in more detail the processes used to implement the LSTA program in Washington state, reviewing the existing Five-Year Plan at the objective/action plan level, summarizing feedback received on the program, and describing lessons learned and future directions.

Both reports were reviewed and accepted at the April 17, 2002 Washington State Library Commission (WSLC) meeting prior to their submittal to the IMLS.

Overview

The Library Services and Technology Act (LSTA) requires that LSTA funding is expended in conformance with the Act's broad goals and according to a federally approved Five-Year Plan.

In Washington state, the process for determining how the LSTA program is fashioned and how funding is utilized involves several steps. These steps include the development of plans, requests for submission of proposals, use of project level advisory committees, and solicitation of feedback.

Planning for LSTA involves the development of a broad statewide plan and then the development of a more narrowly focused LSTA five-year plan. Plans are developed in collaboration with the LCW, WSL staff, and the Washington library community. Plans are reviewed and approved by the WSLC which serves as the appointed governing board of the WSL.

Two broad statewide plans have existed during the time period covered by this evaluation. *Designing Our Future, A Statewide Plan for Washington Libraries* was originally adopted in July 1997. This plan was revised and updated during 2000/2001. Adoption of the revision occurred in September 2001. *Designing Our Future* provides the basis for the *Washington State, Library Services and Technology Act (LSTA), Five-Year Plan*. The LSTA Five-Year Plan utilizes the goals contained within the Statewide Plan but is more narrowly focused to also conform to the goals of LSTA.

The *Washington State, Library Services and Technology Act (LSTA), Five-Year Plan* was adopted in August 1997, and revised slightly in response to comments from the federal agency that approves plans and oversees the use of LSTA funding, the IMLS. This plan provides three major goals for the use of LSTA funding, sixteen objectives, and sixty actions. The LSTA Five-Year Evaluation report prepared by Matthew L. Saxton of the Information School of the University of Washington, discusses in detail how LSTA funds have been used in Washington state to benefit the Washington library community and the citizens of the state. A revised LSTA Five-Year Plan is currently under development for the period covering federal fiscal years 2003–2007.

The process for determining which goals, objectives, and actions are addressed in a given year has evolved during the evaluation period. Implementation during the first and second years of LSTA included activities that were carried forward from Library Services and Construction Act LSCA and also included other new activities that were proposed directly to the WSLC for approval. All activities that were proposed were in keeping with the goals, objectives, and actions contained within the Five-Year Plan.

The third through fifth years of LSTA implementation utilized a request for proposal process developed by the LCW. The proposal process was designed to solicit ideas and input from the Washington library community within the context of the overall LSTA Five-Year Plan. The LCW made recommendations to the WSLC who formally approved these proposals and allocated funding for their implementation.

Approved proposals were implemented using WSL staff acting either as project manager or as a project liaison. A member of the LCW was also typically assigned to the project. Most proposals were implemented in collaboration with a steering committee composed of members of the proposal sponsor group, other interested members of the library community, and members of community or agency partners.

Although staff has the primary responsibility for the day-to-day implementation and/or monitoring of projects, both the LCW and the WSLC receive regular reports on implementation and monitor progress over time.

Feedback on individual projects, development and implementation of plans, and other concerns or issues resulted from a variety of methods, including direct communication with customers, surveys, and focus groups.

Designing Our Future, A Statewide Plan for Washington Libraries

In 1996, the Washington State Advisory Council on Libraries (WSACL) recommended to the WSLC the joint development of a long-range Statewide Plan for libraries based on the recommendations from the 1991 Washington State Governor's Conference on Library and Information Services. At this conference, over 100 delegates from around the state forged 12 recommendations to address the most critical issues facing libraries in the nineties:

1. Access For All – Remove barriers to service, reaching out and connecting all parts of the community to programs and services.
2. Basic Literacy – Serve as catalysts for community literacy partnerships in order to ensure that services meet the literacy needs of the community.
3. Fitting libraries into the information technology revolution – Work towards an electronic information network that will link state, regional, and local networks into a virtual national and international library, accessible to all. Provide for information technology within libraries, develop standards to ensure compatibility among systems, and increase information literacy among users.
4. Life-Long Learning – Encourage life-long learning by providing a neutral ground and stimulating learning opportunities. Determine programming in cooperation with local groups. Involve well-trained staff with resources sufficient to meet community needs.
5. Services to Children – Form coalitions among community, public library and school officials to remove barriers preventing all children and youth from access to library services. Implement cooperative networking of resources and enhancement of programs to provide access to relevant information in a nurturing and positive environment.
6. Information Literacy – Cooperatively provide program, services, and staff adequate to develop, support, and cultivate critical thinking and an information literate public.
7. Marketing and Competition – Educate users to available library resources such that libraries are viewed as user friendly, significant sources of information and services.
8. National Information Policy – Create a framework for national information policy encompassing issues related to libraries and information services, such as intellectual freedom, access for all, lifelong-learning, information literacy, and technology policy.
9. Organized Censorship Groups – Oppose censorship efforts by organized groups to continue protection of intellectual principles and to preserve library resources.
10. Training – Provide for the quality education of librarians and staff. Provide a coordinated education and training program which expands current programs, improves quality, and broadens access for library staff statewide.
11. Cultural Diversity – Develop and encourage cultural diversity programs in libraries and ensure a consistent message is delivered to the community about their need and value.
12. Censorship – Maintain open access to information necessary to educate a diverse population.

A Statewide Action Committee on Libraries and Information Services further investigated these recommendations and developed strategies for implementing them providing the basis for the Statewide Plan.

The Statewide Plan served two purposes. The plan would provide: 1) a mutually agreed upon plan for future development of libraries in Washington; and 2) the basis from which the details of the LSTA Five-Year Plan could be extracted.

An initial “framework document” was developed by WSACL and WSLC. The process was then expanded to gather input from library personnel and supporters around the state. Input and ideas were gathered through a series of regional forums held in Bellingham, Seattle, Olympia, Vancouver, Spokane, Yakima, and Walla Walla. A professional facilitator conducted the forums in spring 1997. A video conference was later held at several sites for the library community to review and comment on the draft Statewide Plan, to develop ideas about how the strategies could be implemented, and to suggest which groups should take the lead in implementation. The draft Statewide Plan was distributed to all forum participants as well as the larger library community for review and comment prior to a final version being forwarded to the WSLC for consideration and adoption. *Designing Our Future, A Statewide Plan for Washington Libraries*, was adopted by the WSLC on July 18, 1997.

Designing Our Future incorporated nine visions for library service to the people of Washington state:

1. The opportunity and ability to use library resources in the state regardless of where they as individuals live or work.
2. Improved library and information services through widespread cooperative sharing of resources.
3. Access to ideas and information in a variety of formats, balancing print and electronic resources.
4. The opportunity and ability to seek, analyze, evaluate, and use information they need.
5. Universal access to global information through the Internet and other electronic resources.
6. Customer-centered library services, facilities, programs, and materials that are responsive to community needs.
7. Equity of access regardless of culture, language, literacy level, age, ability, economics, and geography.
8. Access to information through a physical library and a “virtual” library that is electronically connected to the universe of information and knowledge.
9. Appreciation for the value of libraries, library employees, and supporters.

To achieve the vision incorporated within the Statewide Plan for Washington Libraries, six goals were adopted, stating that the Washington library community will:

1. Meet customers’ needs and continuously improve customer services.
2. Improve their customers’ access to library service and resources.
3. Pursue technical solutions to service challenges through a combination of statewide leadership and local efforts, as appropriate.
4. Use coalitions to develop new services, coordinate existing services, and share resources.

5. Strive for a balance between statewide leadership and local initiative appropriate to each issue. For some issues, local leadership and solutions are appropriate; for others, statewide; for still others, leadership may be shared.
6. Inspire a passionate interest and support for libraries.

In 2000, the LCW chose to revise *Designing Our Future* rather than conduct a new process for 2002–2007. As a result, the 2002–2007 plan builds on the initial discussions of the library community contained within the first Statewide Plan. Additional ideas, opinions, and suggestions from the library community for revision of the Statewide Plan were gathered using three methods:

1. An electronic survey of library staff and trustees of all types of libraries was conducted from June through September 2000. This survey sought to identify what had been accomplished, what remained to be accomplished, and what new issues had come to light since the 1997 Statewide Plan was originally adopted.
2. Four regional forums held in Edmonds, Olympia, Spokane, and Yakima during October and November 2000. These forums were intended to identify the expectations that staff and customers had for libraries in the future, the priority of each expectation, and what would need to occur for libraries to meet the highest priorities.
3. Two interactive videoconference forums held in Bremerton, Ellensburg, Kennewick, Lacey, Mt Vernon, Vancouver, and Wenatchee held during October and November 2000. The purpose of the videoconferences was similar to the regional forums.

Over 150 people responded with comments, suggestions, and ideas through these opportunities. This plan was reviewed by LCW at various stages of development and was distributed to the library community for further comment. A recommendation for adoption was passed at the Council's July 12, 2001 meeting. The plan was adopted by the WSLC at their September 12, 2001 business meeting.

The vision for the 2002–2007 Statewide Plan is very similar to that of the 1997 Statewide Plan stating that the people of Washington will have:

1. Customer-centered library resources, services, and facilities that are responsive to community needs.
2. The opportunity to use library resources and services regardless of cultural background, language, literacy level, age, ability, income level, or geographic location.
3. Access to ideas and information in a variety of formats, balancing print and electronic resources, with a focus on the most appropriate methods and mediums.
4. Improved library and information services through widespread cooperative sharing of resources.
5. The opportunity and ability to learn about, evaluate, and use information they need.
6. Access to information through both physical and virtual libraries electronically connected to the universe of information and knowledge.

To achieve the vision incorporated within the Statewide Plan for Washington Libraries, four goals (1-4) and three strategies (5-7) were adopted. These state that the library community in Washington will work to:

1. Increase the ability of the people of Washington to learn how to use and access integrated online resources and services on a 24-hour basis.
2. Increase the appreciation, support, and awareness of library resources and services.
3. Increase the ability of the people of Washington to have access to library resources and services in all areas of the state.
4. Ensure that libraries of Washington have resources and services that meet the needs of all segments of their communities.
5. Coordinate, collaborate, and partner with each other and other groups for increased effectiveness.
6. Support library staff in gaining the knowledge and skill to provide quality service to their customers.
7. Have stable and adequate funding to provide effective library service.

Washington State LSTA Five-Year Plan 1998–2002

This plan was developed in response to the planning requirement contained within the 1996 Library Services and Technology Act. It establishes goals and priorities for libraries in Washington state consistent with the purposes of the LSTA, and describes how federal funds will be used to advance library services. LSTA represented a significant departure from previous federal library programs, in that it concentrated on access to information by individuals at all types of libraries and emphasized the use of information technology to improve that access.

The development of the Statewide Plan for Libraries discussed in the previous section formed the basis for the LSTA Plan. The activities identified during the statewide forums were prioritized by WSACL and WSL staff and became the objectives supporting the LSTA plan's goals.

The vision outlined within the LSTA Five-Year Plan is the same as that incorporated within the Statewide Plan. The goals stated in the LSTA Plan relate directly to these visions, and in turn, these goals relate to the purposes of the LSTA. The goals within the LSTA Plan are:

- Goal 1: The people of Washington, whatever their age, ability, culture, ethnic background, language, level of literacy, economic situation or geographic location, will have effective library service that meets their needs.
- Goal 2: The people of Washington will have access to and the ability to use the wealth of electronic resources available through libraries.
- Goal 3: The people of Washington will have equitable, transparent access to all resources available through libraries.

A new LSTA Five-Year Plan is currently under development and will cover the federal fiscal years 2003–2007.

LCW Proposal Process

During the transition from LSCA to LSTA, the use and focus of advisory committees changed. WSACL was originally formed to assist in implementation of LSCA and was focused largely on the needs of public libraries. LSTA resulted in the expansion of the scope of federal library funding to more fully include all types of libraries and within Washington state resulted in a re-configuration of WSACL to better meet this expanded focus. The advisory committee was renamed the Library Council of Washington. The LCW was composed of representatives of two-year and four-year academic libraries, public libraries serving populations over 100,000 and those serving less than 100,000, special libraries, and K-12 school libraries. In addition to representation by library type, members also represented areas of expertise. The areas of expertise represented were related to information technology, rural library service, the disadvantaged, and cultural diversity. Two ex-officio members represent the WSL/LSTA program and the iSchool Library and information science education. During the second year of its operation, LCW developed a proposal process to select activities to be implemented during the following federal fiscal year.

The LCW proposal process is designed to solicit input from the Washington library community that will assist in identifying broad priorities and initiatives for the use of federal LSTA funds to meet the statewide and regional needs and opportunities of the library community. Proposals for the use of LSTA funding have included statewide initiatives targeted at specific needs, initiatives to take advantage of emerging technology or other opportunities, and initiatives that targeted a specific segment of the Washington library community and their customers. Proposals have ranged from technical assistance to the development of services and collaborative efforts to competitive grant programs. Typically, projects have been from one to four years long.

In addition to proposals conforming to the LSTA Five-Year Plan, LCW used the following six criteria for the review and selection of proposals:

1. Provides direct results to patrons;
2. Promotes use of libraries and information;
3. Promotes access to libraries;
4. Enhances visibility and public understanding of the value of libraries;
5. Promotes innovation for libraries; and
6. Encourages collaboration among libraries, across levels, and/or with other agencies and organizations. (To encourage collaborative efforts, this criteria will be given strong consideration by LCW.)

During the first three years of the proposal process, fifteen to twenty proposals have been received each year. Library staff, members of the LCW, and WSL staff have developed these proposals. Most proposals have additional sponsors from staff in other libraries. Additional sponsors may also come from partnering community organizations and agencies. This is a competitive process in the sense that there is no guarantee that any proposal will be awarded funding. Ten to fifteen proposals have typically been approved for implementation annually although several are continuation of projects that were funded in the previous year. Projects are typically approved in September prior to the start of the federal fiscal year in which the project is to begin. Ideally projects would begin in October at the start of the new federal fiscal year. Most often, federal funds are received three to four months after the start of the federal fiscal year in a December/January timeframe.

The following projects were implemented during the time period covered by LSTA or are in-progress:

Each project is listed by program title and the federal fiscal year in which funding was received.

1. Bibliostat Connect Software Purchase: 1998
2. Branch Migration: 2000
3. Community College Conspectus: 1998
4. Connectivity: 1998, 1999, 2000
5. Consumer Information: 1999
6. Continuing Education Grants: 1998, 2000, 2001, 2002
7. Digitization (Digital Images): 1999, 2000, 2001, 2002
8. Early Learning (Children's): 2000, 2001, 2002
9. Electronic Reference Workshops: 2000
10. Federal program administration: 1998, 1999, 2000, 2001, 2002
11. Information Literacy: 2000, 2001, 2002
12. Information Technology Literacy: 2000
13. Information Technology Support: 2000
14. Information Technology Training: 2001
15. Institutional Materials and Equipment: 1998, 1999, 2000, 2001, 2002
16. IT Literacy: 1999
17. IT Operations: 1999
18. K-12: 2000, 2002
19. Library Information Technology Working Group (LITWG): 2002
20. Reference Performance Training: 2000, 2001
21. Satellite Project: 1999
22. Serving Culturally Diverse Populations (Diversity): 2000, 2001, 2002
23. Small or Rural Public, Tribal, and School Libraries Technology Institute (OpenBook): 2001
24. Special Populations: The Underserved: 1998, 1999, 2000, 2001, 2002
25. Special Populations: The Unserved: 1998, 1999, 2000, 2001, 2002
26. SDL: 1998, 1999, 2000, 2001, 2002
27. Statewide Plan: 2000, 2001
28. Technology Support for Connectivity: 1999, 2000
29. Training: 1998, 1999, 2000, 2001, 2002
30. Virtual Library: 1999
31. Virtual Reference Service: 2001, 2002
32. Washington Talking Book and Braille Library: 1998, 1999, 2000, 2001, 2002

An overview of these projects and the amount of funding associated with each is found in the accompanying LSTA Five-Year Evaluation Report. The Evaluation Report provides more in-depth analysis of two of these projects, the Connectivity project and the SDL project.

Proposal/Project Implementation

Twenty-two separate projects have been funded since 2000 through the LCW proposal process. These projects have provided technical assistance, training, grants, and the implementation of statewide initiatives to benefit all types of libraries throughout Washington state.

Project implementation has occurred in several ways. The primary methods of staffing projects have been through assignment of permanent State Library staff and the hiring of temporary or project staff. At times, projects or portions of projects have been completed under contract with an organization or individual to perform particular functions. In cases where projects or portions of projects have been implemented under contract, a WSL staff person has been assigned to provide project oversight and liaison responsibilities to ensure that the WSL's responsibility for assuring the proper use of federal funding has been met.

Typically, major projects are developed in collaboration with a steering/advisory committee. In June 2001, thirteen advisory committees, composed of over 140 library staff or others with an interest in the successful completion of the project, were in existence. This number included the fifteen members of the LCW that represent the broad library interests of the state.

Working with a steering/advisory committee, project staff spend the start of a project in more detailed planning for project development. The project proposal outlines the overall vision for purpose, implementation, and desired outcomes. The more detailed planning process lays out more complete workplans, timelines, and identifies specific budget detail. Project start-up also identifies division of functions into project coordination (planning/implementation), staff liaison (bureaucracy/monitoring), and the identification of the performance of tasks by committee members and others.

Communications with the library community regarding projects are handled in a variety of ways and are designed to raise awareness of projects and discuss development of the project and progress toward outcomes. It is also used to assess needs, and receive input and feedback. The primary methods for communication are:

1. Mailings;
2. Electronic communication including postings to the WSL Web site, distribution of the WSL electronic newsletter to subscribers, and the use of e-mail and listserv messaging;
3. Attendance of and presentations at conferences, workshops, and other library meetings;
4. Communication to the library community through the LCW or the various project level advisory committees; and
5. Directed communications from or to individual library staff.

Projects may be of limited duration or may be designed to transition to another funding source at a certain point in time. The transition of projects to alternative funding sources has been the most difficult task in project implementation. Much planning, work, and grassroots support is needed for these efforts to be successful.

As this process for the use of LSTA funding has been implemented, a number of lessons learned have been realized and recommended future directions have been developed. These lessons learned and recommendations are presented in a later section.

Meeting the Goals of LSTA

The LSTA Five-Year Evaluation report produced by the Information School at the University of Washington describes many of the programs that have occurred. Each program is organized under one of the three major goals of the LSTA Five-Year Plan. The evaluation report also describes the impact upon libraries and the geographic distribution of LSTA funding and grant awards throughout the state. This section of the lessons learned and future directions report provides examples of activities that were completed at the objective and action plan level. The structure and format of the plan are such that it is difficult to characterize an objective or an action as fully completed. Most objectives and actions are open-ended and continue in-progress as additional libraries or staff receive benefit from the use of LSTA funding. Very few actions have not been addressed in some manner through the use of LSTA funding. The action under Goal 3, Objective 3 that refers to the Government Information Locator Service (GILS) program in Washington state has not been addressed with LSTA State Program funding but rather has been implemented and supported with state funding. The GILS program has also utilized federal LSTA National Leadership Grants to further enhance this program in Washington state and expand the program and model into several other states.

What follows is a review of the goals, objectives, and proposed actions that are contained within the Washington State, Library Services and Technology Act (LSTA), Five-Year Plan, revised October 1997, and examples of progress and results seen in meeting the objectives of that part of the plan.

Goal 1: The people of Washington, whatever their age, ability, culture, ethnic background, language, level of literacy, economic situation or geographic location, will have effective library service that meets their needs

- **Objective 1:** Increase the capacity of libraries to develop services which are responsive to and reflective of the diversity in their individual communities.
 - Proposed Actions
Provide coordinated programs and grants to:
 - Action 1: Assist libraries in assessing customer needs and measuring customer satisfaction.
 - Action 2: Assist local public libraries to address the particular needs of their communities.
 - Action 3: Develop new programs and services, and coordinate existing programs and services among libraries, and between local libraries and local agencies, that provide services to children, youth, or elders.
 - Action 4: Develop new programs and services, and coordinate existing programs and services, among libraries and between local libraries and local agencies that provide services to people whose ability levels, cultural or ethnic backgrounds, language, level of literacy, economic situations, or geographic location make libraries difficult to use.
 - Action 5: Provide projects that will reduce the barriers that prevent children, youth, and elders from access to library services.
 - Action 6: Provide projects that will improve services to people with varying abilities, cultures, ethnic backgrounds, language, economic situations, or geographic location.

- Examples of Progress and Results

- Diversity Project*

- The Diversity project began in 2000 for the purpose of assisting libraries in developing effective programs to serve diverse ethnic populations. After initial planning and organizing, the Diversity Advisory Group conducted a needs assessment survey of libraries' interest in this subject. The survey included questions related to which cultural groups were being served and what was needed to give better service to diverse populations. Based upon survey results, a series of workshops was organized to cover topics of the most interest.

- The first set of four workshops, held in Everett, Moses Lake, Spokane, and Tacoma, involved training in how to do a community needs assessment. Over 120 attendees attended the training. A second round of diversity training workshops, planned for nine locations in spring 2002, will focus upon direct, across-the-desk skills for library staff meeting patrons of many cultures. The first two of the second round of workshops have occurred with 62 attendees. Currently, 226 library staff are registered for the remaining seven workshops. A tenth workshop is currently under consideration in response to continued demand for attendance. A third set of workshops to be held during summer 2002 may involve marketing of library services to diverse groups.

- A diversity grant cycle for libraries to develop, enhance, and implement programs to serve diverse ethnic populations opened in 2002. This grant cycle emphasizes effective needs assessment, building community partnerships, and developing outreach programs.

- Early Learning Initiative*

- The Early Learning project began in 2000 with the following goals:

- 1. To help libraries develop programming and services that have a positive impact on the 0-5 age group and their caregivers;
 2. To help libraries develop collaborative partnerships with other professional and community groups that are providing related services; and
 3. To help libraries to improve the visibility of the important role of libraries in this early age of child development

- Part of the Early Learning project were two grant programs for developing effective programs and partnerships based on emerging research in brain development and the important role libraries play in the development of children from birth through age 5.

- Grant awards were made in 2001 and included:

- 1. Thirty-one libraries were awarded Early Learning Core Collection Grants consisting of 240 books and other materials. Awardees receiving the collections attended workshops at locations around the state that focused on effective use of the collections and incorporated early brain research into programming. Community partners were also invited to attend these workshops.
 2. Five libraries were awarded Early Learning Demonstration (ELD) grants to develop programs geared to children in the birth-age 5 group, and their caregivers. Programs were developed and implemented in partnership with other agencies in the community. A second grant cycle is currently underway.

- **Objective 2:** Provide support for library services to populations with special needs.

- Proposed Actions

Through a state-administered program provide:

Action 7: Support for library services that directly or indirectly benefit residents of state institutions.

Action 8: Support for library services to individuals with disabilities.

Provide coordinated programs and grants to:

Action 9: Improve library programs that support literacy and English as a Second Language.

Action 10: Improve library programs that address the needs of persons with disabilities.

Action 11: Improve library programs that address the needs of persons whose primary language is other than English.

- Examples of Progress and Results

Institutional Materials and Equipment

Library materials were purchased for the WSL branch libraries located within the Washington State Department of Corrections correctional facilities. These libraries serve the approximately 15,000 persons who make up the inmate population and the staff of these prison facilities. Reference materials, in all acceptable formats, were upgraded, as were recreational, educational non-fiction, and foreign language/large print materials. The positive impact of the material on the inmates focused on the support of institutional programs, development of Life Skills, provision of information for drug and alcohol abuse, literacy, self-help, and the productive use of time when incarcerated. These materials were especially important in light of reduction of other recreational and educational activities. The project provided materials for professional development and education for the prison staff. The project also provided materials for those staff who provide treatment and correctional programs to the inmates.

Washington Talking Book & Braille Library

The Washington Talking Book & Braille Library (WTBBL) provides free library service consisting of books and magazines in alternate formats to meet the information, self-education, and recreational needs of visually impaired, blind, physically handicapped, and learning disabled residents of Washington state. To receive service, these individuals must be eligible under the criteria of the U.S. Library of Congress, National Library Service for the Blind and Physically Handicapped (NLS). In 2001, the WTBBL had over 13,000 registered patrons within Washington state.

Seattle Public Library Early Learning Demonstration Grant

The Seattle Public Library received an ELD grant to encourage adults who have English as a second language to have literacy-based interactions with children ages birth to five. The grant allowed the library to create bilingual kits containing children's print resources, audio resources and early learning facts. The grant also allowed the library to design interactive experiences for families and childcare providers that model sharing books with young children. Staff development training to Seattle Public Library children's librarians on culturally diverse child development practices, along with instruction to improve connections within communities, was an important part of this grant.

Tacoma Public Library Connectivity 1999 Grant

The Tacoma Public Library received a Connectivity 1999 grant to implement the Adaptive Computers for Visually Impaired People project. This project set up adaptive workstations in five Tacoma Public Library locations providing, for the first time, access to the library's electronic resources and services for visually impaired people. Each PC workstation included a flatbed scanner and a hardware speech synthesizer. Jaws screen reading software, the MAFic screen enlargement system, and OpenBook text reader software were also installed.

King County Library System Early Learning Demonstration Grant

The King County Library System (KCLS) received an ELD grant. This ongoing grant allows KCLS to partner with the Puget Sound Educational Service District's Head Start (HS) and ECEAP (Early Childhood Education and Assistance Program) to provide multilingual story times for families. Story times are held at selected HS/ECEAP centers, with subsequent multilingual story times offered in local community libraries. Printed and audio information about library services and early literacy are being produced in selected languages. Multilingual children's literature is being purchased to enhance the existing collections.

Yakima Valley Regional Library Early Learning Demonstration Grant

In partnership with Yakima Neighborhood Health Services, Yakima Valley Farm Workers Clinic, and Washington State Department of Social and Health Services Community Services Offices, this ELD grant allows the Yakima Valley Regional Library to provide a new library service of 15-20 minute story breaks in public agency waiting rooms. Bringing this service into the community acts as a learning opportunity for young children and their parents, and acts as a portal for underserved populations into the use of traditional library services.

- **Objective 3:** Increase ability of library employees to improve their customers' abilities to seek, evaluate, and use information.

- Proposed Actions

Through a coordinated program, offer workshops to:

Action 12: Enable library staff to train customers in information retrieval skills.

Action 13: Increase the skills of library staff to provide training which addresses various ages and reflects the needs of diverse populations.

Through a coordinated program and grants process:

Action 14: Assist libraries to acquire and use on-site distance learning technology for library staff and customers.

Provide coordinated programs and grants to:

Action 15: Develop and support information literacy programs using methodologies that are tailored to diverse populations.

Action 16: Develop an integrated program of information literacy that involves all types of libraries.

Action 17: Coordinate existing programs and service, and the development of new programs and services, among libraries, and between local libraries and local agencies that provide information literacy.

- Examples of Progress and Results

- Electronic Reference Workshops*

- Electronic Reference Workshops were conducted as a result of a statewide training needs assessment that took place in the spring of 1998. A series of fourteen workshops were offered to members of the Washington library community on the subject of using the Web for library reference services. One hundred fifty-eight library staff attended these workshops.

- Information Literacy Project*

- WSL, in conjunction with the University of Washington School of Library and Information Science and others, has launched a large statewide campaign to enhance the information literacy and authentic learning of all Washington citizens, young and old alike. The project includes a train-the-trainer component, in addition to training workshops held for library personnel throughout the state. The second component of the project was planning a statewide marketing campaign to include a Web site, publicity materials, PSAs, and free billboard space.

Starting in September 2001, the WSL Information Literacy Project began offering workshops across the state for staff from all types of libraries. These workshops are designed for any library staff involved with their customers' information needs. The workshops provide participants with a foundation of principles and practices of information literacy. Participants learn creative strategies to use in their own libraries to develop techniques and practices to enhance their customers' information skills. Participants learn how the various components of information literacy can be integrated into a variety of library learning situations and walk away with the necessary skills, methods, and activities to implement information literacy in their library environment. Four hundred thirty-four persons attended this training in 2001. Additional workshops have taken place or are scheduled in 2002. Over 100 persons have pre-registered to attend the information literacy presentation, Information Literacy – Bringing All Libraries On Board, scheduled at the OLA/WLA Joint 2002 Conference in Portland, Oregon.

- Satellite Demonstration Project*

- The Satellite Demonstration Project was established in order to maximize the ability of public libraries to access distance learning opportunities for both staff and customers. Satellite receiver dishes and accompanying equipment were installed in ten library sites throughout the state. The sites were chosen by a preliminary survey process assessing interest and capability, followed by an application process. WSL contracted with the Washington State Department of Information Services, Interactive Technologies, to provide consultative services. Through an appropriate bid process, a vendor was chosen and the equipment was put into place.

Selected members of the library staff were given thorough training on the use and maintenance of the equipment, as well as assistance with programming resources. The system was inaugurated on September 1, 1999, with a celebratory satellite broadcast, at which time, many staff had an opportunity to use the system.

- **Objective 4:** Maintain a support system for communities and/or regions that make a commitment to fund library services.

- Proposed Actions

- Through a state-administered program provide:

- Action 18: Consulting and training to staff of small or rural libraries.

Action 19: Support for start-up costs for new library districts, consolidation of existing units into larger units of service, and the expansion of existing districts.

Action 20: Support for libraries to participate in coalitions and collaborative efforts with other agencies that share similar missions, for the purpose of improving library service.

▪ Examples of Progress and Results

OpenBook Project

The OpenBook project is designed to permit rural libraries to use technology to perform the fundamental tasks of organizing the library's collection and maintaining a patron database. Essentially, this is a pilot automation project. Libraries would receive technology training focused on the tasks of collection development, weeding, inventory control, cataloging via Internet MARC records, patron registration, and circulation. The software utilized for this project is the OpenBook Integrated Library System, developed by the Technology Resource Foundation (TRF). OpenBook is a full-featured library automation system developed for use by small public and school libraries. In addition, libraries participating in the pilot project will be participating in consortial activities that will increase their ability to use the OpenBook product effectively. This will create a statewide network of OpenBook users who can use their expertise and experiences to assist each other.

Participants in this project receive on-site training, manuals, support from both TRF and WSL for the term of the project, and a workstation pre-configured with the OpenBook software and appropriate cataloging tools. Three rural public libraries and one rural school library are participating in this demonstration project.

Pierce County Library System Connectivity 1999 Technology Enhancement Grant

Pierce County Library System received a Connectivity 1999 Technology Enhancement Grant in order to ease the Milton Memorial Library transition into the Pierce County Library System. The grant allowed Pierce County Library to integrate Milton's collection and bibliographic holdings and patron files into their Dynix system, create a local area network with Windows workstations, and provide connectivity to Pierce County Library System's 1.2 million item collection, online databases, and the Internet. Milton residents experienced significant access and service improvements.

San Juan Island Library Phase 5 Technology Enhancement Grant

The San Juan Island Library received a Phase 5 Technology Enhancement grant for implementation of The Partnering through Technology project. This project extended local library services by delivering on-line resources directly to participating service organizations including the San Juan Island School District, the senior services center, and the Friday Harbor branch of Skagit Valley Community College.

Digital Images

The Digital Imaging Initiative is focused on creating opportunities for libraries to collaboratively build sustainable statewide access to digital images collections. Library staff have gained an awareness of the issues and methods necessary to successfully conduct digital projects. They have also become aware of methods to acquire funding through grants and other sources to sustain their imaging projects.

- **Objective 5:** Increase opportunities for policy makers, stakeholders, and libraries to understand the importance of providing effective library services that reflect the needs of diverse populations.

- Proposed Actions

Through coordinated programs provide:

Action 21: Consulting, facilitation, informational forums.

Action 22: Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century.

- Examples of Progress and Results

Workshop in Library Leadership Conference (WILL)

Two WILL conferences took place in 1999 and again in 2001. These conferences were aimed at library trustees, "Friends groups," and staff. Programs presented in 2001 included "Reaching New Users: Dealing with Diverse Neighborhoods" and "2000 Census: What You Can Learn from It." Seventy-six persons attended the 2001 WILL conference. Seventy-seven persons attended the 1999 WILL Conference.

Public Library Trustee Reference Manual

The Public Library Trustee Reference Manual provides an in-depth discussion of the major issues, laws, and responsibilities that library trustees will need to know about as they guide their libraries. This manual is written primarily for governing library boards of trustees and library directors, but it also may be useful to advisory library boards, Friends of Library groups, and other library supporters.

The Reference Manual is designed to:

- Give in-depth information about critical issues facing library trustees;
- Provide guidance on carrying out the complex responsibilities of a board member;
- Show examples of best practices; and
- Supply additional resources, especially Internet Web sites, for further consultation.

Approximately 650 copies of this manual were distributed to the public library community in Washington.

Goal 2: The people of Washington will have access to and the ability to use the wealth of electronic resources available through libraries

- **Objective 1:** Increase the number of libraries in the state that are electronically networked.

- Proposed Actions

Provide coordinated programs and grants to:

Action 23: Extend affordable connectivity to all eligible library sites.

Action 24: Make use of existing state, regional, and local electronic infrastructure, such as the K-20 network.

Action 25: Increase the ability of local libraries to provide their clients with electronic access to information, especially projects that address the interconnection of electronic systems.

Action 26: Assist libraries to plan and implement electronic information networks.

- Examples of Progress and Results

Connectivity Project Phase 4 Off-the-Shelf Grant Cycle

The Phase 4 Off-the-Shelf grant cycle continued the Off-the-Shelf grant program. Phases one through three of this program were funded using LSCA funding. Phase 4 was the first phase to use LSTA funding. Each phase of the grant cycle was specifically

focused on public and/or tribal libraries. The Phase 4 Off-the-Shelf grant cycle continued to work toward the goal that every Washingtonian shall have graphical access to electronic resources at their public library. The grant cycle provided a non-competitive opportunity for qualifying public and tribal libraries to receive Windows NT public access Internet workstations, as well as assistance with installation, set-up, and training. As part of Phase 4, twelve libraries received a total of twenty graphical public access workstations.

K-20 Project

The purpose of the K-20 project is to bring Washington public libraries into the successful K-20 network. Washington's K-20 network currently provides school and educational institutions with fast and reliable telecommunication lines and an Internet Service Provider. During FFY01, the K-20 project for libraries awaited a decision from the K-20 governing board that would allow WSL to work with local libraries to begin connecting them to the network. WSL staff worked with Department of Information Services personnel to lay the groundwork for K-20 implementation. In October 2001, the K-20 board granted spending authority that allowed the project to start to move forward. For FFY02, the K-20 project will move ahead rapidly and the LSTA funds allotted for the project will be spent on WSL staff conducting pre-installation site visits and purchasing and installing upgrades of hardware and software.

Gates Foundation State Partnership Program

WSL staff worked with the Gates Foundation to begin the Gates Foundation State Partnership Program in Washington state. The statewide application was completed and approved. WSL staff also worked with Gates Foundation staff to coordinate the application process with local libraries and provide secondary support to libraries completing applications for the Gates computer packages.

Morton School District Phase 5 Technology Enhancement Grant

The Morton School District received a Phase 5 Technology Enhancement grant to replace aging computer equipment and automate additional school libraries. The economically depressed communities of Morton and Mineral do not have access to a public library system. Technology enhancement funding helped to offset this disadvantage by providing a means to upgrade the Morton High School Library automation system to a Y2K compatible system and purchase automation systems for Morton and Mineral Elementary libraries. The proposed systems enabled patrons to search the collection from both home and classroom.

IT Consulting

WSL IT consultants have worked with numerous public libraries to plan and implement networks within and among library buildings. This expertise provided these libraries with a cost-effective method of planning and implementing these systems. Many times, rural communities do not have access to local expertise in this field or do not have access to the expertise at a cost affordable to the library.

- **Objective 2:** Increase the number of libraries which are consistently upgrading their information technology.

- Proposed Actions

Provide coordinated programs and grants to:

Action 27: Enable consulting and technical assistance on technology planning.

Action 28: Promote standards-based solutions and continued development and re-assessment of standards.

Action 29: Promote opportunities for "research and development."

Action 30: Increase the ability of local libraries to provide their clients with electronic access to information, including projects that address the interconnection of electronic systems.

Action 31: Assist libraries to plan and implement electronic information networks.

▪ Examples of Progress and Results

E-Rate Support and Assistance

WSL IT consulting staff worked with many public libraries throughout Washington to develop basic technology plans that would satisfy E-Rate technology planning requirements. These plans introduced the smallest of these libraries to the concepts and processes required for maintaining effective computing and network services.

Connectivity 2000 Search and Development Phase Grant Cycle

The Connectivity 2000 grant cycle was intended to assist libraries in their efforts to provide their customers electronic access to a variety of library services. One phase of this grant cycle focused on research and modeling of emerging technologies for the provision of library services. Examples of emerging technologies included, but were not limited to, streaming video and audio, IP phones, e-commerce applications, and wireless technologies. Four research and development phase grants were awarded to libraries for the following purposes:

1. Development of a wireless training lab that can be more easily transported to the branch lab for training sessions at that additional location;
2. Researching the potential for installing digital cellular modem service to establish network connectivity for the library system's two bookmobiles;
3. Providing a wireless public Internet access workstation for use in a bookmobile; and
4. Providing reference centers within a library district public Internet access touch screen workstations.

Statewide Virtual Reference Service Project

The Statewide Virtual Reference Service Project is focused on the development of best practices, methods, and standards for creating virtual reference services in Washington state libraries. The Virtual Reference Project will be developed in partnership with libraries of the state, thereby providing a demonstration of best practices to support wide availability of electronic reference and the opportunity for cost savings to all involved.

Fort Vancouver Regional Library Connectivity 2000 Plus Grant

Fort Vancouver Regional Library District (FVRL) received a grant to support FVRL's participation in iNet, a cooperative project with other local government agencies to deploy a fiberoptic Gigabit Ethernet backbone throughout Clark County. Specifically, this funding purchased the hardware required to link seven library branches and FVRL administrative offices to iNet, significantly expanding bandwidth.

Castle Rock School District Connectivity 2000 Plus Grant

The focus of "Connections for Learning" was to improve student learning in the middle grades (6-8) by expanding research capabilities, providing electronic access to current learning resources, creating an electronic catalog of the library's collection to allow

targeted inventory purchases, and enhancing the presentation of information. The proposal had three major components:

1. Provision of four Internet-ready computer workstations for student research;
2. Automation of library services, and
3. Provision of state-of-the-art presentation tools.

Roslyn Public Library Connectivity 1999 Technology Enhancement Grant

The Roslyn Library established a Virtual Library computer station with Internet access to meet the reference and research needs of their customers. The existing computer station was busy throughout open hours and usually unavailable for lengthy research or quick reference. The library's limited budget rendered them unable to maintain a print reference collection. The Virtual Library was used to provide online reference and research for patrons, on their own and using the library's staff.

- **Objective 3:** Increase the number of libraries that are able to take advantage of the telecommunications discounts.

- Proposed Actions

Provide coordinated programs and offer workshops to support:

Action 32: Telecommunications planning and negotiating for telecommunications services.

Action 33: Negotiation of favorable telecommunication discount rates for libraries.

Action 34: Negotiation with regional and local vendors for telecommunication services and favorable discount rates.

- Examples of Progress and Results

Information Technology Consulting

WSL IT Consultants worked with local libraries to take full use of available E-Rate assistance and support. WSL IT Consultants also worked with local libraries on implementation of the K-20 network project for public libraries. The implementation of this project will result in lower telecom bills for many broadband library customers and in some instances will provide broadband service to libraries for less than the cost of maintaining the several existing dial-up connections.

WSL IT Consultants worked with the Washington State Department of Information Services to complete a statewide K20 E-Rate application that provides consortial discounts to participating libraries.

As part of the K-20 networking project, WSL IT Consultants worked with vendors, the K-20 network board and local libraries to determine the best selection of services at the most cost-effective rates.

- **Objective 4:** Increase the availability of licensed databases.

- Proposed Actions

Provide coordinated programs and grants to:

Action 35: Facilitate coordination of needs assessment among libraries.

Action 36: Initiate support for securing favorable rates for cooperative licensing of commercial products.

Action 37: Increase libraries' ability to provide their clients with electronic access to information and document delivery.

Action 38: Assist libraries to plan and implement electronic information networks.

- Examples of Progress and Results

- *Statewide Database Licensing Program*

- Contracted with University of Washington to assess the impact of centralized, cooperative purchasing among Washington's non-profit library community which produced "A Study of the Impact of Statewide Database Licensing on Information Provision in the State of Washington," SDL Project staff worked with the Washington Public Libraries Cooperate! group and the Washington Medical Library Association to obtain licenses to databases not available as part of the SDL contract, conducted database trials during which Washington libraries could become familiar with a wide variety of databases and express interest in purchasing licenses to these databases, and produced a promotional video and marketing kit. Distributed widely throughout the Washington library community the video and marketing kit encouraged libraries to use the databases available through SDL and market themselves to their communities.

- *Bibliographic Center for Research (BCR) Membership*

- In January 2001, WSL joined other western state libraries in purchasing memberships to the Bibliographic Center for Research (BCR). WSL's membership allows individual Washington libraries to participate in multi-state purchases of databases, supplies, and training without paying individual memberships.

- **Objective 5:** Increase libraries' access to technical training and support for electronic access.

- Proposed Actions

- Provide coordinated programs and grants to support:

- Action 39: Consulting and technical assistance in electronic access for libraries.

- Action 40: Sharing of existing knowledge in the state.

- Action 41: Coordination of existing programs and services, and the development of new programs and services among libraries and between local libraries and local agencies with shared missions.

- Examples of Progress and Results

- *Information Technology Training*

- The increased demand for IT resources in Washington libraries, as well as the rapidly changing IT environment, places increased demand on library staff. The training required is expensive and in generic information technology fields of networks, workstation, and server support, rather than typical library specialties. Training as a group provides a cost-effective model and allows some tailoring to meet library needs. Funding in this area allows additional training opportunities to increase the information technology literacy of library staff.

- Goals:

- 1. Leverage increased buying power to decrease the cost of acquiring technical training for library IT staff;

2. Increase the number of certified professional IT staff in the Washington state libraries; and
3. Increase the overall literacy of library staff on IT subjects

There are currently two programs that provide IT training opportunities:

1. Training for IT professionals is designed for staff providing computer, network, application, and Web support at libraries.
2. Computer skills training for library staff is designed for library staff to increase their computer skills and make them an asset for other library staff in providing computer application assistance.

Digital Imaging Initiative

One result of the Digital Imaging Initiative was the creation of the Washington Digital Library Portal Web site. This portal features links to two different types of Web sites. The Washington State Collections Web site provides convenient access for Washington residents to digital library collections published by Washington state libraries. The Digital Best Practices Web site offers a practical, detailed presentation of best practices and methods for creating digital collections. Each topic paper discusses issues and techniques relating to digital publishing of heritage resources. This interactive Web site will guide staff of libraries and heritage organizations to plan, develop, and implement a digital imaging project. The Web site uses a variety of presentation tools, including interactive pages, links, graphics, and text to present the information. The site offers both information and training options to staff of libraries, museums, and heritage organizations.

Library Information Technology Working Group (LITWG)

LITWG presents workshops and forums that provide a venue by which often isolated IT practitioners may come together as a community to introduce, discuss, and analyze new technologies and the impact of these on the library community. Through these gatherings, participants are empowered to share their unique experiences and puzzle through common challenges. WSL in cooperation with LITWG has presented a number of scheduled workshops on various topics across the state. Over the past three years, workshops have been presented in Tacoma, Vancouver, Tri-Cities, Yakima, Spokane, and Everett. Topics have included Connectivity, Network Security, Web Technologies, Web Rapid Application Development, Intranet Technology, Wireless Networking, Filtering, and Thin-client Technology. Over 325 IT staff have attended these workshops.

- **Objective 6:** Increase the ability of library employees to ensure that staff are consistently updated in the effective uses of library technology, including the electronic delivery of services.
 - Proposed Actions
Provide coordinated programs and grants to:
 - Action 42: Assist libraries to acquire and use on-site distance learning technology for library staff and customers.
 - Action 43: Provide consultation, information, and referral services that will enable the staff of small libraries to use information technology solutions to enhance services to their customers.

Action 44: Provide an information center or clearinghouse on the uses of library information technology within Washington state.

Action 45: Provide training opportunities in library technology and the electronic delivery of services.

Action 46: Provide opportunities to share existing knowledge within the state.

▪ Examples of Progress and Results

Satellite Demonstration Project

In order to maximize the ability of public libraries to access distance learning opportunities for both staff and customers, satellite receiver dishes and accompanying equipment were established in ten library sites throughout the state. The sites were chosen by a preliminary survey process assessing interest and capability, followed by an application process. WSL contracted with the Washington State Department of Information Services, Interactive Technologies, to provide consultative services. Through an appropriate bid process, a vendor was chosen and the equipment was put into place.

Selected members of the library staff were given thorough training on the use and maintenance of the equipment, as well as assistance with programming resources. The system was inaugurated on September 1, 1999, with a celebratory satellite broadcast at which time many staff had an opportunity to use the system.

Information Technology Support Project

During past grant cycles, the Connectivity Project provided valuable computing technical assistance to libraries in terms of workstation support, network design, and technology plan development. Additionally, training in Web technologies and effective use of Web capabilities was provided by the training position. The Information Technology Support project continued this support, specifically to small and medium libraries. The project was critical to the continued increase of digital resources in Washington libraries. Technology assistance to libraries, especially in rural areas, is extremely important to the continued development of access to electronic resources. Without this project, the gap between the have and have-not would continue to grow.

IT Literacy Project

The IT Literacy project provided funding for various activities within the IT community. The project provided for dissemination of new information, research, and the development of an agreed upon standards to assist in addressing IT issues and problems. Funding supported LITWG, IT forums, IT issues, research and development of groups, special forums on Web development, Web searching, networking technology, and other IT issues.

eServices for LSTA Eligible Libraries

WSL provides free Web services to LSTA eligible libraries. These Web services are focused toward small and medium size libraries, in order to assist them as they move into the world of Web technologies or to expand service offerings. The intent is to augment, not to compete with local Information Service Providers (ISPs).

The goals for these WSL Web services are to:

1. Provide libraries the capability to expand their Internet service offerings;
2. Provide libraries with a way to evaluate local need and demand, as well as service effectiveness;

3. Help libraries acquire data to make business decisions; and then be able to
4. Determine how and when to establish an Internet site, based on operational knowledge of equipment, connections, and technical support that will be needed.

WSL Web services include: web hosting, Cold Fusion Server 5.0 for application development, HyperText Markup Language (HTML) compliant, Common Gateway Interface (CGI) directory access, electronic mail and mailing lists, access to MS-Structured Query Language Databases (MSSQL), web discussion areas and chatrooms for library and community use, calendar capabilities for library/ community events, and surveyor for completing on-line surveys.

Statewide Virtual Reference Service Project

The Statewide Virtual Reference Project is developing a training curriculum for electronic reference service for delivery via interactive chat software to remote locations.

- **Objective 7:** Increase opportunities for policy makers, stakeholders and libraries to understand the importance of electronic resources in the effective delivery of library services.
 - Proposed Actions
Through coordinated programs provide:
Action 47: Consulting, facilitation, and informational forums.

Action 48: Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century.
 - Examples of Progress and Results
Workshop in Library Leadership (WILL)
WILL '01, a conference aimed at library trustees, friends, and staff presented three programs on library technology, electronic marketing, and online training, and new audio formats.

Goal 3: The people of Washington will have equitable, seamless access to all resources available through libraries

- **Objective 1:** Increase the number of libraries which use coalitions to develop new services, coordinate existing services, and share resources.
 - Proposed Actions
Provide coordinated programs and grants to support:
Action 49: Identifying and pursuing strategies that leverage buying power.

Action 50: Assisting libraries to form coalitions and collaborative efforts with other entities.

Action 51: Coordinating and facilitating collaborative development efforts with appropriate public agencies and private businesses, in order to advance the state of IT for Washington's library community.

- Examples of Progress and Results

- Statewide Database Licensing Program*

- The SDL program provided a method for all types of libraries to collaborate on the purchase of licensed databases. It is estimated that these purchases have saved Washington libraries approximately \$8,300,000 over the life of the vendor contract. In 2001, approximately 98% of public libraries (65 of 66) participated in the project and 94% of community and technical college libraries (31 of 33) participated in the project. All 9 educational service districts (ESD) participated and most school library media centers participated through their ESDs. In addition, numerous medical libraries, tribal libraries, and libraries within private colleges participated.

- Optional contracts have been negotiated from several vendors to provide other database licensing packages. Five optional packages have been negotiated for: medical libraries and universities (OVID journal collection); public libraries (ProQuest Genealogy and Local History database package and the Gale Public Library Package); and all library types (OCLC FirstSearch and also Reference USA).

- Statewide Virtual Reference Service Project*

- The Statewide Virtual Reference Project funds demonstration projects for cooperative delivery of electronic reference service through grant cycles in 2002.

- Community College Conspectus Project*

- The Community College Conspectus project was a collaborative effort by thirty-two community colleges throughout the state to assess the breadth and depth of collection strength through the use of comparative measures. LSTA funds (\$30,000) supplemented other monies provided through the community college system. This collection analysis project provided information that was required for further planning in the areas of resource sharing, interlibrary loan services, and collection management.

- Consumer Information Project*

- The Find-It! Consumer project was a collaborative effort of state organization sponsors and library staff to make useful, quality consumer information easily available to the public. Find-It! Consumer is a Web site search engine that provides a single stop for searching more than 100 consumer protection and public safety Web sites. This effort was initiated as a result of library staff and directors from around the state expressing a need on behalf of the public for consumer information which is easily accessible, accurate, timely, and of high quality. Approximately 100,000 visits to the Find-It! Consumer website occurred during the period January 3, 2001 through September 14, 2001.

- **Objective 2:** Increase the number of unique local resources available electronically to people across Washington state.

- Proposed Actions

- Provide coordinated programs and grants to support:

- Action 52: Projects that increase the ability of local libraries to provide their clients with electronic access to information, including projects that address the interconnection of electronic systems.

- Action 53: Projects providing for the addition of unique local resources that are electronically accessible.

- The SDL project allows academic libraries, public libraries, school libraries, special libraries and tribal libraries access to over 1,500 journals and magazines, including access to major Washington newspapers.

- Examples of Progress and Results

- *Digital Images Grant Cycles*

- In 2000 and 2001, the Digital Imaging project awarded 15 grants worth approximately \$609,000 to libraries within Washington state. These grants allowed libraries to partner with other libraries or heritage organizations to digitize important collections and explore and provide ways to make these collections available electronically.

- *Statewide Virtual Reference Service Project*

- The Statewide Virtual Reference Project coordinates testing and evaluation of a cooperative system provided by OCLC and shared by eight multitype libraries in separate geographic locations to provide tiered electronic reference service.

- **Objective 3:** Increase the points of access to government information.

- Proposed Actions

- Provide coordinated programs and grants to support:

- Action 54: Training opportunities in retrieval of government information.

- Action 55: Consistent production of government information.

- Action 56: Access to local government information using the GILS standards.

- Action 57: Assistance to libraries to plan and implement electronic information networks.

- Action 58: The ability of local libraries to provide their clients with electronic access to information, including projects that address the interconnection of electronic systems.

- Examples of Progress and Results

- *Electronic Reference Workshops*

- Fourteen electronic reference workshops provided training to 158 library staff throughout Washington state. These workshops focused on the use of the Web for library reference service.

- *Information Literacy Project*

- The Information Literacy Project provided training for 434 library staff and additional workshops are continuing in 2002. These workshops focused on teaching information literacy skills to library patrons and customers, and other library staff.

- *Virtual Library Project*

- Using LSTA funding, WSL has provided a variety of assistance to libraries to help them bring content to customers. The Virtual Library project assisted libraries in developing:

1. Content – information of value to customers including on-line information, library catalogs, digitized information, and/or other materials;
2. Connectivity – the ability of customers to access content information including Web access to that content; and
3. Service centers – facilities designed to host virtual library services.

The Virtual Library Service Center provided the following services to LSTA eligible libraries, with priority to libraries with limited information technology support or Internet access:

1. Web page hosting;
2. Common Web page development tool set;
3. Web accessible database development hosting and common tool set;
4. Mailing list services;
5. Hosting of Web accessible customer service applications;
6. Access to the Libraries of Washington State Information System; and
7. Hosting of Washington Libraries On-Line.

Technology Planning Assistance

As part of WSL's E-Rate support and as part of Connectivity grant cycles, technology plans were a required submittal for each activity. All public libraries submitted technology plans to WSL for approval as part of the E-Rate application process. Documentation of technology planning was required for other library types participating in Connectivity grant cycles. Templates for the development of technology plans for the purpose of satisfying E-Rate and Connectivity requirements were available through WSL. Technical assistance in developing plans and identifying IT issues and solutions was available from WSL technology consultants.

Connectivity Project

From 1998–2001, the Connectivity project awarded 69 grants worth approximately \$1,845,000 to libraries within Washington state. The grants provided enhanced connectivity and significantly increased the number of public access workstations in libraries awarded funding.

K-20 Project

The K-20 network project will allow public libraries to connect to Washington state's K-20 broadband backbone. LSTA funds are being used to provide technical support during this transition.

Gates Foundation State Partnership Program

The Gates Foundation is now awarding equipment grants in Washington to public libraries. A small amount of LSTA funding is being used to provide assistance to public libraries working through this process. These funds allowed WSL staff to explore and coordinate a higher level of coordination and collaboration between the K20 network project and the Gates Foundation grants. The result of this assistance is to ensure a higher level of library participation in these programs and ultimately a greater increase rural Internet access in the state. These projects help to bridge the digital divide that exists in our state.

- **Objective 4:** Increase opportunities for policy makers, stakeholders, and libraries to understand the importance of equity and ease of access to information.
 - Proposed Actions
Through coordinated programs provide:
Action 59: Consulting, facilitation, and informational forums.

Action 60: Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century.

- Examples of Progress and Results

- Library Information Technology Working Group (LITWG)*

- LITWG was formed in 1999 to assist WSL and LCW in identifying IT issues and developing possible solutions for libraries of our state. LITWG is composed of 12 members from libraries of varying sizes and locations throughout the state. The members are IT professionals from small, medium, large, public, academic, school, and special libraries in Washington state. Two members are the IT representatives from the LCW. The LITWG meets on a quarterly basis and works with WSL and LCW to identify possible LSTA grant areas and emerging issues and technology.

Looking to the Future

WSL sought feedback on the programs developed with LSTA funding through a variety of methods. These methods have included surveys, forums, and personal communication.

The 2000 survey of Washington libraries conducted in February and March 2000 netted 225 responses. The survey assessed the provision of WSL services to the Washington library community. What follows is a summary of the responses to questions pertaining to the grant program.

1. The grants helped us to improve service to patrons.

Fifty-five individuals responded to this question. These individuals had been grant applicants. Among these, 71% agreed that LSTA grants helped to improve service to patrons. Only 7% disagreed and 22% did not have an opinion.

Among library respondents who had applied for a Connectivity grant, public library respondents agreed 100%. A quarter of the academic and special library respondents had no opinion. The negative responses came from school library respondents, 14%. Across all categories, the majority of respondents agreed with the statement.

Respondent group/ type of response	The library applied for a Connectivity grant			
	All grant applicants	Public libraries	School libraries	All other libraries
Strongly or somewhat agree	70.9%	100.0%	54.4%	75.0%
Don't know	21.8%	0.0%	31.8%	25.0%
Strongly or somewhat disagree	7.3%	0.0%	13.6%	0.0%
Number of responses	55	15	22	8

2. How satisfied are you with the spending priorities for federal funds used on statewide projects, grants, and other services provided to libraries?

Two hundred sixteen individuals responded to this questions. The majority of respondents expressed that they did not know, 61%. About a third, 34%, indicated satisfaction with the spending priorities. Only 5% indicated dissatisfaction.

Of the respondents who had applied for a Connectivity grant, public libraries expressed the greatest satisfaction, 73%, or nearly three quarters. About a quarter of the school libraries, 26%, and academic and special libraries, 25%, expressed satisfaction with the setting of priorities. School libraries were more likely to state that they did know, 65%, than other libraries, and academic and special libraries were more likely than other types of libraries to express dissatisfaction, 50%.

Respondent group/ type of response	All respondents	The library applied for a Connectivity grant		
		Public libraries	School libraries	All other libraries
Strongly or somewhat agree	34.3%	73.4%	26.0%	25.0%
Don't know	60.6%	13.3%	65.2%	25.0%
Strongly or somewhat disagree	5.1%	13.3%	8.7%	50.0%
Number of responses	216	15	23	8

3. How can we improve our grants process?

A summary of comments by category follows:

- Process related
 - Keep applications, guidelines, and processes simple
 - Reduce paperwork that needs to be completed by applicants and sub-grantees
- Deadline related
 - Need longer windows of opportunity to apply for grants
 - Keep away from certain times of year for opening and closing grant cycles
 - Start/close of state and federal fiscal years
 - Beginning/end of the school year
 - During school break
 - Around major conferences at the state, regional, and national level
- Project/Applicant Eligibility related
 - Types of projects that are eligible are too focused – make grant cycles open to any need of the applicant
 - Offer grants in areas needed by all libraries
- Notification related
 - Distribute notification more widely
 - More advance notification of upcoming grant cycles is needed
 - Market programs/grants better
 - Continue to send notification by mail
 - Send feedback and award summaries to all applicants
 - List criteria for award of grants in every grant cycle
- Support and Training related
 - Keep forms available electronically
 - Need to have examples of previously funded projects available for review
 - Need more knowledgeable reviewers with subject expertise related to the grant cycle
 - Need more grant training for all types of libraries. In working with schools consider scheduling this training at Educational Service Districts on in-service days
 - Need a better explanation of what is required within the grant

4. Indicate where you may need additional support.

Two hundred twenty-five individuals responded to this survey item. For all respondents, the top five categories were: 1) technology training, 32%; 2) grant writing/development, 28%; 3) electronic collection development, 27%; 4) reference, 21.8%; and 5) computer troubleshooting, 20%.

Among those respondents who applied for a Connectivity grant, strong interest was expressed in grant writing/development, 60%; technology training, 42%; and computer troubleshooting, 40%. However, among these respondents, public and school librarians expressed other interest such as developing local support, 27%; children and young adult services, 27%; in addition to electronic collection development, 24%. There was insufficient response from academic and special libraries to discern any pattern of interest.

Most common answers	The library applied for a Connectivity grant				
	All respondents	All grant applicants	Public libraries	School libraries	All other libraries
Technology training	32.4%	42.2%	40.0%	33.3%	*
Grant writing/development	28.0%	60.0%	46.7%	75.0%	*
Electronic collection development	27.1%	24.4%	26.7%	16.7%	*
Reference	21.8%	17.8%	20.0%	12.5%	*
Computer troubleshooting	20.4%	40.0%	40.0%	37.5%	*
Graphics/templates for generic publications	18.7%	20.0%	13.3%	16.7%	0.0%
Collection development	17.3%	20.0%	0.0%	29.2%	*
Building facility design	16.0%	20.0%	33.3%	12.5%	0.0%
Developing local library support	15.6%	26.7%	26.7%	20.8%	*
Children/young adult services	13.3%	26.7%	13.3%	29.2%	*
Legal issues	12.4%	8.9%	6.7%	4.2%	0.0%
GIS	11.1%	17.8%	26.7%	8.3%	*
Working with local government or other authorities	9.8%	11.1%	20.0%	4.2%	0.0%
Trustee orientation and education	4.9%	6.7%	13.3%	0.0%	0.0%
Facilitation of staffs/boards	4.4%	8.9%	13.3%	0.0%	*
Number of responses	225	45	15	24	8

*One or more respondents indicated the need for support in this area. Not enough response to judge overall interest.

Forums were held in October–November 2000 across Washington state in preparation for writing the *Five Year Plan, Designing Our Future, 2002–2007 Statewide Plan for Washington Libraries*. Forums were held in the following locations:

- Edmonds – Sno-Isle Regional Library – Edmonds Branch
- Spokane – Spokane Public Library – Main Library
- Tumwater – Timberland Regional Library – Service Center
- Yakima – Yakima Valley Regional Library – Main Library

Two forums were held by videoconference:

- Eastern Washington Videoconference – Ellensburg, Kennewick, Moses Lake, Wenatchee
- Western Washington Videoconference – Bremerton, Lacey, Mount Vernon, Vancouver

In addition, a survey of library directors was conducted online. As a result of the survey and forums, the following issues were identified:

Issues with potential solutions:

- Increase remote access to libraries for customers
 - Provide 24/7 access remotely for all types of libraries
 - Provide 24/7 reference
 - Have libraries be 211 call centers
 - Expand Internet availability

- Increase public visibility of libraries through marketing/public relations
 - Research and assess public perceptions
 - Link with Information Literacy effort
 - Develop a marketing campaign with local tie-in
 - Create a Web site, e.g., WAlib.org

- Increase funding and decrease competition for funding
 - Find more equitable support
 - Develop more creative funding, beyond property tax
 - Seek enabling legislation for sales or household tax, etc.

- Provide seamless service to customers despite jurisdictional boundaries
 - Have free ILL statewide as in Oregon
 - Have cooperative agreements for service
 - Have a statewide card
 - Work on protocols to, e.g., search catalogs or make collections available
 - Coordinate services, hours among libraries

- Improve children's services
 - Have training to do outreach, etc.
 - Have full time coordinator
 - Have coordination at a regional level

- Increase electronic resources

- Encourage coordination and collaboration among libraries
 - WSL as catalyst
 - Follow the SDL model
 - Have standard automation for public libraries

- Provide training for staff and address recruitment and retention
 - Provide mentoring
 - Provide distance education, esp. for library technicians
 - Provide centralized training
 - Match local learners with local trainers
 - Use the SDL Project as a model for providing training

- Increase up-to-date technology and access for public
 - Ensure increased speed and access
 - Influence vendors for software that is intuitive and accommodates limitations

- Provide resources and services to meet diversity of communities
 - Have centralized selection/catalog of multi-lingual books
 - Recruit/train staff on diversity
 - Statewide multi-lingual collection
- Continue consortia purchasing, including the SDL Project
- Maintain broad collections – print
 - Provide better access to information through both a physical library and a “virtual” library
- Increase support of school libraries
 - Provide more LSTA funds for collaborative projects
 - Market services to own boards
 - Develop more clout within K-12
 - Increase regional cooperation among library type
 - Legitimization from outside
- Increase information competency of staff and public
- Develop services, facilities, and programs that are responsive to community needs
 - Invite citizens to board meetings for input
 - Work at building community connections
 - Increase parent and community volunteer involvement
 - Reach out and include all parts of the community in library activities

From the implementation of and the discussion on projects, programs, and grants, from our receipt of feedback from various surveys and statewide plan forums, and from review and discussion of the general evaluation report, ideas for lessons learned and future directions were developed.

Lessons Learned and Future Directions

The process for developing lessons learned and future directions took place in three steps. First, WSL staff brainstormed a listing of lessons learned and recommendations. Then the full LCW reviewed and commented on this listing, striking some, editing others, and adding some of their own. Finally, WSL staff worked with a LCW subcommittee to further refine the lessons learned and recommendations, and to add substance to each taking them from a bullet point to a more descriptive statement.

Communication – Awareness of LSTA

- Lessons learned: The transition from LSCA to LSTA has further opened federal library funding to all types of libraries. Knowledge of the availability of these funds to small libraries, rural libraries, and non-public libraries has been limited in spite of attempts to widely distribute announcements.

Messages need to be honed and audiences targeted more precisely for the message to reach its intended target and to be effective. Timing is an important consideration in distributing information to academic and school libraries. Messages need to avoid jargon, be repeated and reinforced. If groups are targeted in the correct manner, they will respond.

People can't always find the information they need about LSTA funded programs and grants.

Newer communication technologies are becoming more widely available. While it sometimes seems that these technologies are not effective, it must be remembered that as librarians enter the field, the overall comfort level with new technology will continue to increase. Videoconferencing is one example of new technology that is now more widely available but has not been widely used. It has its place, but project staff need to recognize situations appropriate for its use. A variety of communication technologies must continue to be employed while the use of this or other newer technology continues to be developed.

- Progress: The mailing of announcements has become more focused over time. As one example, early grant cycles sent materials directly to officials within the superintendent's office at each of the 296 school districts. It was later learned that many school librarians continued to be unaware of these opportunities. The mailing of announcements as part of the latest grant cycles was delivered to each of the approximately 1,800 public school libraries in the state. Announcements throughout this period of time were also distributed to the Washington Library Media Association that represents school libraries/media centers.
- Recommendation: Continue to find more effective ways to increase marketing and outreach of the grant program to non-public libraries. An internal marketing plan should be developed and consistently used.

Target academic libraries, special libraries, and small rural public libraries. In addition to grants, increase marketing and outreach about statewide programs and initiatives. WSL staff administering technology grants should promote LSTA opportunities more heavily among rural libraries.

LCW needs to be aggressive and be held accountable for working with their individual constituencies. A handbook should be developed detailing the constituencies for each of the LCW positions.

Targeted e-mails should be used as well as general broadcasts on listserv.

- Recommendation: Staff need to develop a standardized, efficient process to communicate content and technical issues with clients. A template should be developed that can be used by all WSL consultants for posting working documents, reporting on project progress, and publicizing information on the status of projects and timelines.
- Recommendation: Web sites are an important part of consulting and library development. They are no longer just an interesting thing to do. Encourage WSL consulting staff to use Web sites as part of their project management. Ensure that WSL Web pages provide a consistent look and feel through the use of a core set of common elements. At the same time, maintain enough flexibility to allow for pages to be creative and interesting. Web sites should use common, lay terminology and avoid jargon.

Seek means of tracking use of resources including Web site usage. Seek meaningful data, not just data that is easy to get, e.g., hit counts.

- Recommendation: Increase cost-effectiveness of WSL programs and projects. Minimize the number of reports that are printed and distributed. Place reports and other information on the Web for downloading. This will allow WSL to more effectively allocate its resources and will allow those end users that are truly interested in receiving the information access to that information.
- Recommendation: Think carefully about the comfort level of users and the level of technology available to those users in their daily work. Be very selective in the use of videoconferencing or other applications that use newer technology.

Communication – Responsiveness

- Lesson learned: Feedback from the library community is needed if LSTA funding is to have the greatest impact possible.
 - Progress: Both the 1997 and 2000 survey of Washington libraries asked a number of questions regarding specific grant cycles and different aspects of the LSTA program in Washington state.
 - Recommendation: Continue to gather feedback on specific characteristics of the LSTA and grants program using focus groups, surveys, and other methods. Refine the program based on the information gathered.

Community Input

- Lesson learned: LCW has proven effective in advising the WSLC and the WSL staff and shaping library development in Washington.
 - Recommendation: Continue to use the LCW for library development planning and prioritization of the use federal of LSTA funding in Washington state.

- Lesson learned: Project advisory committees have proven effective in the planning, development, implementation, and oversight of various LSTA funded initiatives.
 - Recommendation: Continue to use the project advisory committees for the planning, development, and oversight of LSTA funded initiatives.

Customer Service

- Lesson learned: While much consulting can be done by phone, email, videoconference, and other technological means, face to face contact and personalization of service is still important.
 - Recommendation: Create a balance between the need for consulting and the demands of project management. Develop a clear expectation of the roles of WSL consultants and what is expected in terms of both project management responsibilities and consulting.

Customer Service – Events and Scheduling

- Lesson learned: Library staff have a hard time traveling to various training events. Initiatives that brought training programs to many locations across the state were highly valued and appreciated. Staff felt they had more opportunity to attend and could more easily arrange for backup coverage of their library, if needed.
 - Progress: Training and other program activity is provided in a variety of locations across Washington state. Even though an attempt is made in every project to reach many locations across the state, the project budget, availability and cost of trainers, and time constraints all affect success in this regard.
 - Recommendation: Provide programs/initiatives that reach all areas of the state. Programs should be held in as widely dispersed geographical locations as possible.

Also provide non-project related training to the library community based on needs. The need for all types of training for libraries is important.

Learning Resources – Availability

- Lesson learned: One of the useful outputs of many projects is the documentation of “best practices”. Availability of this information allows libraries to avoid duplicating much effort. Libraries can build upon each others’ efforts and the good work previously completed.

The development, use, and distribution of “best practices” are important aspects of the successful implementation of new or enhanced library services statewide.

Project staff, advisory committees, and project partners need to share what is being learned from the implementation of projects. Benefits accrue to libraries that are actively participating on advisory committees or to those that are implementing a project. Other libraries will also benefit from the review of “best practices,” “lessons learned,” and information about project implementation. This will allow all libraries to see what works and what pitfalls may be avoided.

- Progress: Initiatives/projects such as Early Learning and Digital Imaging have Web sites that contain “best practice” information. Other projects such as Diversity have the development of “best practices” as one of the objectives of the project. The identification of “best practices” is not a uniform objective of projects at this point in time.

- Recommendation: The development of “best practices” should be incorporated into all projects that anticipate that they will encounter a significant learning curve to achieve a successful outcome.
- Progress: Information about projects is made available at a variety of levels but the level of information shared is inconsistent across projects.
- Recommendation: The information growing out of projects needs to be put online or otherwise made available in a more consistent fashion. Reports and other information need to be available after the project is done. Project staff need to continue to reinforce the “lessons learned” and “best practices” messages by repeating them and getting these messages in front of people using a variety of methods.

Take time in LCW meetings to share best practices from projects. Invite people from projects and committees speak about projects, best practices, etc.

Learning Resources – Needs Identification

- Lesson learned: Practical continuing education needs are not always being met. Identification of needs provide a common frame of reference.
 - Recommendation: Develop grants, training, and other events that meet the needs of the library community. Library development personnel should work closely with training personnel. Provide greater coordination of the timing of grants, training, and other events in order not to overwhelm the library community and provide the opportunity for all who want to participate to do so.

Three actions are proposed. First, implement a program of grant training for library staff. Second, work to prepare libraries and their staff for collaboration with other libraries or with community agencies. Third, train library staff on how to do program evaluation.

Marketing

- Lesson learned: Marketing of LSTA projects is in its infancy. Delivery of services to the end user should always make reference to the WSL as the provider or facilitator and IMLS as the funding source. As audiences are targeted, and statewide training and mentoring of the library grows, LSTA-funded and WSL supported projects and services will become more visible.

Delivery of services to the end user in a transparent way, where the end user cannot identify the role of WSL in the delivery of the service, may significantly impact the perceived value of WSL.

- Progress: Several projects funded through LSTA have been highly visible and highly successful, e.g., The SDL Project and the Find It! Project. These projects have won acclaim from many segments of the library community and the general public. Many supporters both in the library community and the general public have pointed to LSTA projects as a justification for the continuance of the WSL.
- Recommendation: The WSL, LCW, and LSTA statewide initiative committee members must effectively promote statewide initiatives/grants and keep the library community and the public aware of these accomplishments and their value.

LSTA funded projects should carry the "Washington State Library" and "IMLS" brands. This will increase constituency support and help citizens of Washington to comprehend the added value that the agencies implementing these projects bring to the delivery of

information statewide. This should include not only the WSL Web site and other published products but should also include the Web sites and products of the local libraries receiving LSTA funding.

- Recommendation: Programs need a marketing component in addition to detailed budgets and other project detail. Ultimately, if only the participants know about the program, its impact will be very limited.
- Recommendation: Each program needs materials developed for use in local library implementation. These templates may be in common to several projects and be linked via each projects Web site. Two examples of such templates are a marketing template and a project implementation/process template.

Partnerships

- Lesson learned: Participation in collaboration and consortia are important ways to strengthen libraries and expand purchasing power.
 - Recommendation: Work to help libraries collaborate with each other. Encourage the formation of consortia to serve small rural libraries. Encourage the formation of consortia across library types.

Partnerships – Community Partners

- Lesson learned: The development of community partners is an important way to increase the visibility of the library, knowledge of the wide variety of services available through local libraries, and impact on the community.
 - Progress: Projects should focus on partnerships among the library community and with community based agencies.
 - Recommendation: Work to help libraries collaborate with community organizations that have similar interests. Encourage the formation of partnerships to serve targeted constituencies.
 - Recommendation: Make interagency cooperation a requirement for appropriate grants.

Partnerships – Involvement In Projects

- Lesson learned: The involvement of LCW members and interested library staff across the state on statewide initiative advisory committees brings new perspectives, a wider variety of expertise, increased support and more grounding in reality. It provides for project ownership, better guidance, more of a true partnership and increases the connection with numerous people in the library community.
 - Progress: As of June 2001, thirteen advisory committees were assisting WSL on a variety of projects and issues. These advisory committees were composed of more than 140 members of the Washington library community and others interested in these projects and issues.
 - Recommendation: Continue to include LCW members and non-library partners on advisory committees. Provide more notification of opportunities for participation. Recruit more broadly. Provide interest form on Web site for people to indicate their willingness to participate on committees or otherwise in projects.

Planning

- **Lesson learned:** It is important to have a proposal process that is flexible enough to address emerging issues. While the process of developing and approving initiatives is successful in gathering ideas from the entire library community, the process starts so far in advance of the date of implementation that is difficult to quickly address new issues, trends, and needs.
 - **Progress:** The proposal process has been adjusted to more easily allow the development of activities that address newly identified high priority issues of the library community. Introduction of “out-of-cycle” proposals is now allowed with the sponsorship of a LCW member. Recommendation for approval of the “out-of-cycle” proposal is dependent on the availability of LSTA funding and the approval of the WSLC.
 - **Recommendation:** Better document the “out-of-cycle” proposal process and the steps for acceptance of this type of proposal and the review of these proposals.

- **Lesson learned:** It is important that there be a plan in place that acts as a guide to the future. The plan acts as a blueprint from which the WSL works with the Washington library community to achieve common goals.
 - **Progress:** The proposal process requires the proposal document to identify the relationship to Statewide Planning. Most individual grant cycles also incorporate an application question that ask about the relation of the proposed project to local planning and Statewide Planning.
 - **Recommendation:** The Five-Year Plan needs to be more focused than the previous plan. Use the amendment process to keep current with emerging trends and issues. Looking forward and recognizing trends and upcoming issues is an important part of the effective implementation of this strategy. Keywords for development of the new Five-Year Plan should be focus, demonstration of progress, impact, and accountability.
 - **Recommendation:** There should be a greater connection between goals and strategies identified in the Statewide Plan/LSTA Five-Year Plan and the work of the WSL and the LCW. In working with LCW, the WSL should use the Statewide Plan as a guide. Recommend greater use of the plan and a better tie in as evaluation of proposals occur. The plan should provide the desired outcome and as such, the yardstick for how we measure progress.

- **Lesson learned:** Identification of trends and future issues (horizon scanning) is important for the wise use of funds. This role is inclusive of the WSLC, LCW, and WSL staff.
 - **Recommendation:** Continue to monitor trends in the library community.

Administrative – Determination of Needs

- **Lesson learned:** Doing a needs assessment prior to project implementation is an important step in developing a successful project.
 - **Recommendation:** Limit or better coordinate surveys of the library community so that the library community is not over-saturated with requests for feedback on various projects and tasks.

Seek effective means of assessing the needs of the library community and follow through with appropriate training. Piggyback on the needs assessment work of other agencies/organizations (their surveys, etc). Develop better methodologies to get the

information and feedback that WSL staff and advisory committees need. Seek alternatives to surveys, such as focus groups.

Administrative – Project Development

- Lesson learned: Significant value accrues when consistent methods and processes for project management are employed.
 - Recommendation: Processes, resources and tools should be shared among project managers, committees and others to keep project related logistics moving quickly and effectively.

Administrative – Project Tracking

- Lesson learned: Better tracking of projects and collection of information results in initiatives and projects that can be marketed and reported in a more effective manner.
 - Progress: Some initial efforts have been made to address this lesson learned.
 - Recommendation: A more consistent and coordinated process with tools/templates should be developed. Project results and outcomes should also be more thoroughly identified during project implementation.

Collection of information in electronic format allows easier manipulation of the information and reduces duplicative data entry into documents, spreadsheets and databases.

Administrative – Project Identification

- Lesson learned: Most projects are composed of several distinctive phases each requiring the oversight and involvement of WSL personnel. Many small projects spread staff resources thinly and reduce the ability of the staff to respond to issues that arise. The ability of the staff to take on other projects such as library consulting also becomes constricted.
 - Progress: LCW and the WSL Consultants Team work together to find a balance between worthy large and small projects so that projects can be staffed adequately.
 - Recommendation: Projects should be larger both in scope and in funding in order to have greater benefit to broad sections of the population. These projects should have as their foundation an underlying collaboration between many segments of the library community and of society.

Workloads need to be balanced such that assigned staff is in a position to manage the project effectively. At a minimum, WSL staff act as a project liaison assuring the interests of the state and that the requirements assumed with the acceptance of federal funding are followed.

- Lesson learned: It is very difficult to keep aware of the needs of the unserved and the underserved population of the state. General consulting with individuals and libraries is an important way to maintain awareness of these needs.
 - Recommendation: Consulting staff need to spend more time in general library development through consulting with libraries, doing evaluations and reports, and horizon scanning. One issue that needs additional discussion is how to best address the issue of meeting the need for library services in areas not yet served or which are greatly underserved. The formation of new libraries/partial library districts and any roles for WSL should be one part of this discussion.

Administrative – Project Administration

- Lesson learned: Problems with effective communication and logistical support can occur with off-site project managers.
 - Recommendation: Limit the use of off-site WSL employees to the minimum essential to complete critical time-sensitive tasks.

- Lesson learned: Under the present structure, each project manager has been required to learn all aspects of project management. There is a steep learning curve for such tasks as issuing “request for proposals” and writing contracts. Project managers also spend considerable time doing lower level tasks. These tasks interfere with the project manager’s focus on the content of the project.
 - Progress: A special projects manager position within WSL has been developed to more effectively coordinate and support projects.
 - Recommendation: Develop models for how to develop, manage, complete, monitor, and evaluate various tasks.

Consider hiring an administrative support person to handle lower level tasks such as the processing of travel reimbursements.

The next section of the evaluation report was produced by the Information School at the University of Washington. This part of the report describes in detail the impact upon libraries and the geographic distribution of LSTA funding and grant awards throughout the state.

Evaluation of Washington State Library's LSTA Five-Year Plan and Implementation Activities

The *Evaluation of Washington State Library's LSTA Five-Year Plan and Implementation Activities* report that follows discusses implementation activities in relation to the LSTA Five-Year Plan at the goal level. The report provides an overview of many of the programs conducted and focuses more closely on the Connectivity program and the SDL program. The two programs were selected for a closer look for three reasons. First, these programs were conducted over several years and were a primary focus for LSTA during that time period. Second, these programs received significant portions of LSTA funding during that time period. Third, these programs had substantial impact on libraries within Washington state.

Evaluation of Washington State Library's LSTA Five-Year Plan and Implementation Activities

FINAL REPORT

February 5, 2002

The Information School of the University of Washington

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Executive Summary

From 1998-2001, the Washington State Library used LSTA funds to improve library services statewide by implementing a large number of projects aimed at educating and training library staff in the areas of technology, services, and management; providing and increasing Internet access; coordinating consortial licensing of online resources; digitizing manuscript and image collections; providing consulting and staff support (especially for small and rural libraries); and encouraging interagency collaboration across all areas of library service.

- When combining the total amount of both participant contributions and LSTA funds used to support Statewide Database Licensing (SDL), total savings resulting from consortial purchasing is approximately three and a half times the total cost of the project. Since the total cost was partially subsidized by LSTA funds, participating libraries actually saved almost five times the amount they contributed to the project.
- LSTA funding has a positive impact in terms of enabling libraries to augment bandwidth and to add public access Internet terminals above and beyond the normal rates of growth. In 2000, the ratio of public Internet access stations per capita in public libraries alone reached 1 terminal for every 2,600 citizens, far exceeding the stated goal of 1 terminal for every 15,000 citizens. This project also succeeded in increasing the geographic coverage of libraries offering internet access, although not all county libraries elected to participate in the project.
- In addition to SDL subsidies and Connectivity grants, LSTA funds also support consulting services in information technology to libraries that lack local expertise.
- Libraries of all sizes have benefited from general consulting in the areas of library administration, management, governance, and library practice.
- The digitization of historical materials has enabled libraries to provide access to collections outside their local service populations, and provides users with seamless access to collections across institutions.
- Both continuing education grants to individuals and the sponsorship of statewide training programs have given both professional and technical staff opportunities to improve skills and expertise in the areas of information technology and management.

Funding priorities for LSTA projects have been identified by the Library Council of Washington, an advisory and oversight body composed of representatives from all types of libraries in the state, the Washington State Library, and the Information School of the University of Washington. A Council representative has served on the advisory committee for each project, often serving as the chair of that committee.

Analysis of the Impact of LSTA projects in Washington

Introduction

The *Washington State Library Services and Technology Act (LSTA) 5-Year Plan* identifies three primary goals that reflect the needs of the State's citizens for library services. These three goals, stated below, have guided the evaluation of the overall effectiveness of the LSTA program in Washington.

Goal 1: Meeting the Information Needs of a Diverse Population

The people of Washington, whatever their ages, abilities, cultures, ethnic backgrounds, languages, levels of literacy, economic situations or geographic locations, will have effective library service that meets their needs.

Goal 2: Internet Access to Digital Information Resources

The people of Washington will have access to and the ability to use the wealth of electronic resources available through libraries.

Goal 3: Transparent Access through Interagency Cooperation

The people of Washington will have equitable, transparent access to all resources available through libraries.

Two additional areas of LSTA-funded activity have been identified that support all three goals.

Education and Training of Library Personnel

Library employees have been presented with numerous opportunities and incentives to develop their skills and knowledge in critical areas such as technology, information literacy, cultural diversity, cognitive development, and management.

Statewide Planning and Administration

In addition to overseeing the LSTA grants program, the Washington State Library has conducted numerous surveys and focus groups as part of needs assessment to facilitate setting priorities for grant funding. Additional efforts include consulting, staff support, and gathering statistics on various statewide projects.

The following summary reports how LSTA funds have been allocated among these program areas for the three-year period 1998 to 2000. This is followed by an analysis of how LSTA funds have been allocated among different types of libraries during the same period. As two examples of the impact of the LSTA program in Washington, evidence is presented pertaining to the level of Internet connectivity provided by libraries in the state and the level of cost savings for libraries in Washington resulting from Statewide Database Licensing (SDL).

LSTA Projects by Program Goal

LSTA funded projects are listed in Table 1 as primarily contributing to objectives under Goal 1, Goal 2, or Education and Training. Those projects contributing to Goal 3 because they involve interagency cooperation are listed at the bottom of each column under the dotted line. Note that the years listed after each project only indicate the year of LSTA funding. Several projects are ongoing beyond this initial funding period. For example, Find-It! Consumer is currently sustained by partnering agency sponsors.

Table 1: LSTA Projects by Program Goal

Goal 1: Serving a Diverse Population	Goal 2: Internet Access to Information Resources	Education and Training
<p>Institutional Materials and Equipment & Branch Migration (1998-2001)</p> <p>Special Populations: Consulting and Staff Support for Underserved Areas (1998-2001)</p> <p>Washington Talking Book and Braille Library (1998-2001)</p>	<p>Connectivity Off-the Shelf Technology Enhancement Digital Libraries Connectivity Enhancement Connectivity 2000 Connectivity 2000 plus Technology Support (1998-2000)</p> <p>Virtual Library (1999)</p> <p>Information Technology Literacy (1999-2001)</p> <p>Information Technology Operations and Support (1999-2001)</p>	<p>Continuing Education Grants (1998-2001)</p> <p>Satellite Project (1999)</p> <p>Reference Performance Training (2000-2001)</p> <p>Information Literacy (2000-2001)</p> <p>Serving Culturally Diverse Populations (2000-2001)</p> <p>Small/Rural Tech. Institute (2001)</p>
Goal 3: Interagency Cooperation	<p>Community College Conspectus (1998)</p> <p>Early Learning (2000-2001)</p> <p>Statewide Database Licensing (1998-2001)</p> <p>Find-It! Consumer (1999)</p> <p>Digital Images (1999-2001)</p> <p>Virtual Reference Service (2001)</p>	<p>Electronic Reference Workshops (2000)</p> <p>K-12 Summit (2000)</p> <p>K-20 Project (2001)</p>

Allocation of LSTA Funds by Program Goal

From 1998 to 2001, approximately 10.5 million dollars in grant funds was expended to support the development and expansion of library services throughout Washington. In terms of funding priorities, serving the needs of diverse populations (Goal 1) and increasing the level of Internet connectivity to information resources of high quality throughout the state's libraries (Goal 2) has been emphasized during the period from 1998 to 2001. Almost one third of LSTA funds have been used to support projects serving historically underserved or disenfranchised populations such as children under the age of five, rural and tribal populations, the institutionalized, and the visually impaired. The majority of LSTA funds have been used to support projects aimed at building high-speed Internet connections, providing public access Internet terminals, and enabling libraries to access fee-based online resources. The remaining LSTA funds were used to support projects to provide technology and service-oriented training, continuing education, planning efforts, and grants administration (see Table 2 and Figure 1).

Projects that involved interagency cooperation (Goal 3) as a strategy for achieving program objectives were also supported and encouraged. The amount of grant funds expended on projects that involved interagency cooperation, as a subset of total grant funds, is indicated in the last column of Table 1. The amount of funds expended on projects involving interagency cooperation increased steadily by an average rate of 11.6% each year. The specific projects that involved interagency cooperation, either between libraries or between libraries and other social or educational institutions, have been identified in Table 1.

The figures in the Table 2 indicate how much was spent during a given year. LSTA funds can be expended over two years. For example, a large amount of funds were carried over from 1998 to 1999, and small portion of funds was carried over each subsequent year (see Table 3)

Table 2: LSTA Expenditures by Program Goals, 1998-2001

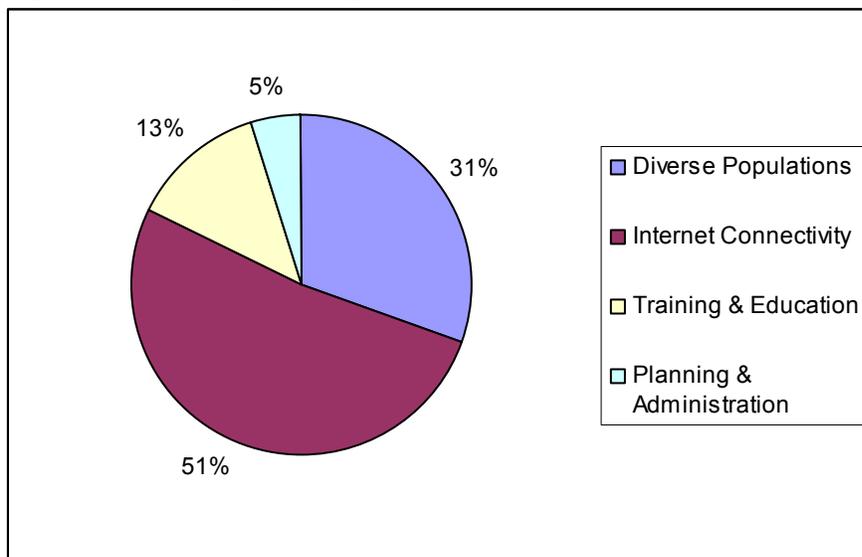
	Goal 1: Diverse Population	Goal 2: Internet Accessibility	Education & Training	Planning & Admin.	Total	Goal 3: Interagency Cooperation/ % of Total
1998	\$754,672	\$192,076	\$40,094	\$100,528	\$1,087,370	\$35,735 3.3%
1999	\$562,513	\$2,537,864	\$353,549	\$110,432	\$3,564,358	\$627,000 17.5%
2000	\$832,641	\$1,560,962	\$343,515	\$123,104	\$2,860,222	\$678,279 23.7%
2001	\$1,084,397	\$1,153,772	\$626,680	\$161,573	\$3,026,422	\$1,149,425 38.0%
Total	\$3,234,223	\$5,444,674	\$1,363,838	\$495,637	\$10,538,372	\$2,390,439 22.7%

Source: The data in Table 1 is drawn from the *LSTA Annual Reports* for fiscal years 1998, 1999, and 2000. Supporting documentation listing all projects and the amount of grant support each received is included in Appendix A.

Table 3: LSTA Awards and Expenditures, 1998-2001

	LSTA Award	LSTA Expenditures
1998	\$2,754,940	\$1,087,370
1999	\$2,760,795	\$3,564,358
2000	\$2,827,608	\$2,860,222
2001	\$3,039,314	\$3,026,422
Total	\$11,382,657	\$10,538,372

Figure 1: Funding by Program Goals, 1998 - 2001



Projects contributing to meeting the needs of a diverse population (Goal 1) have received 31% of all LSTA allocations from 1998 to 2001. During this four-year period, the percentage of funds allocated for these projects each year has ranged from 17% to 70%.

Projects contributing to increasing access to resources through Internet connectivity (Goal 2) have received 51% of all LSTA allocations from 1998 to 2001. During this four-year period, the percentage of funds allocated for these projects each year has ranged from 21% to 70%.

To a certain degree, interagency cooperation (Goal 3) is predicated on libraries achieving a minimum level of online connectivity for both staff and members of the service population in order to communicate effectively and share resources between institutions. Thus, monies spent

on Internet connectivity also ultimately contribute to interagency cooperation. However, this analysis identifies only those projects whose specific objectives pertain to encouraging cooperative projects. These projects have received 22.7% of all LSTA allocations from 1998 to 2001. During this four-year period, the percentage of funds allocated for these projects each year has increased steadily from 3% to 38%.

Projects supporting opportunities for training and continuing education for library employees have received 13% of all LSTA allocations from 1998 to 2001. During this four-year period, the percentage of funds allocated for these projects has ranged from 4% to 22%.

Only 5% of LSTA allocations were used for planning and administrative purposes.

Allocation of LSTA Funds by Type of Library

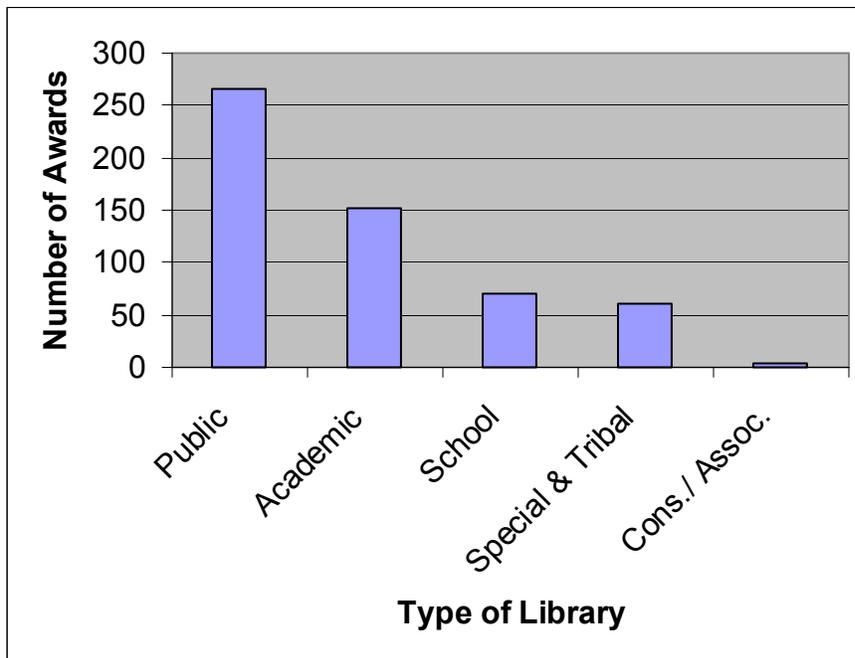
From 1998-2001, almost half of the LSTA funds have been used to support a variety of continuing education and competitive grants, as well as to subsidize costs to participants in the Statewide Database Licensing (SDL) program. If each SDL participant is counted as receiving a “grant award” in the form of subsidized database licensing, then the number of award recipients is 550. Approximately half of these grant awards went to public libraries, a fourth went to academic libraries, and the remaining fourth went to school, special, and tribal libraries (see Table 4 and Figure 2). Only one award was received by a consortium (WALNET). Two continuing education grants were given to associations to host training events.

Table 4: Number of Awards by Library Type, 1998 - 2001

	Public	Academic	School	Special & Tribal	Consortium/ Association	Total
Competitive Grants	89	7	18	5	1	120
Continuing Education Grants	109	89	43	6	2	249
SDL Subsidies	67	56	9	49	0	181
Total	265	152	70	60	3	550

^a SDL subsidies were coordinated through the 9 Educational Service Districts who serve all 296 school districts in the state.

Figure 2: Number of Awards by Library Type, 1998-2001

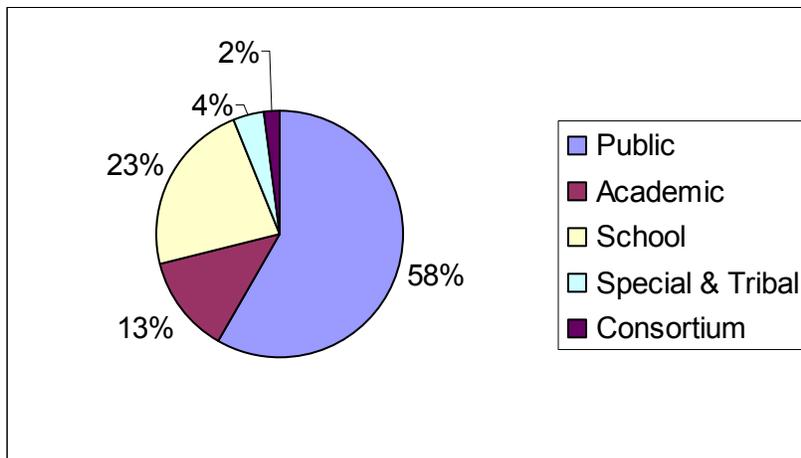


Public libraries received 58% of the amount of money awarded through competitive grants, continuing education grants, and statewide database licensing. School libraries were only awarded half the total number of grants as were academic institutions (see Table 4), but the actual total dollar amount is 78% greater than the amount awarded to academic libraries (see Table 5). Special and tribal libraries received only a small fraction of the total amount awarded.

Table 5: Amount of Awards by Library Type, 1998-2001

	Public	Academic	School	Special & Tribal	Consortium	Total
Competitive Grants	\$1,726,938	\$264,245	\$632,875	\$95,264	\$68,696	\$2,788,018
Continuing Education Grants	\$54,674	\$61,277	\$20,940	\$4,725	\$830	\$142,446
SDL Subsidies	\$221,998	\$113,987	\$128,739	\$40,814	\$0	\$505,538
Total	\$2,003,610	\$439,509	\$782,554	\$140,803	\$69,526	\$3,436,002

Figure 3: Amount of Awards by Library Type, 1998-2001



Goal 1: Meeting the Needs of a Diverse Population

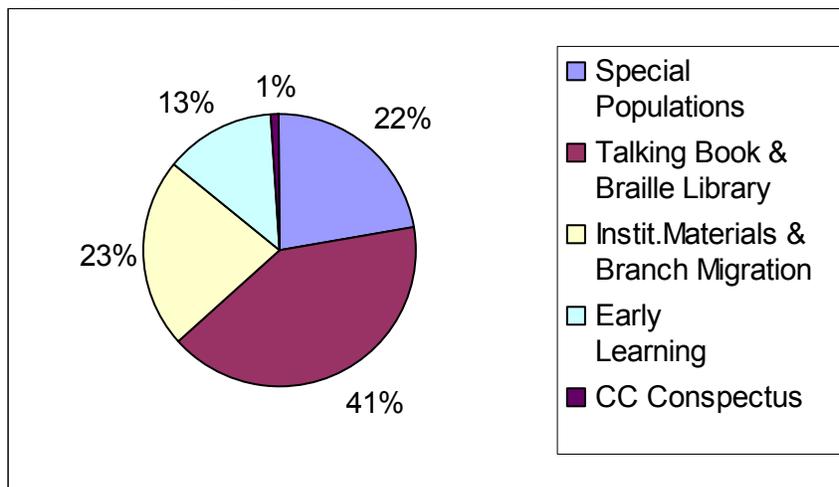
Projects supporting Goal 1 have reached a variety of groups who are traditionally underserved in terms of access to library services (see Table 6 and Figure 4). Over a third of the funds (41%) supporting Goal 1 have been used, in conjunction with funding from other sources, to support the Washington Talking Book and Braille Library to serve the visually impaired population throughout the state. This project serves not only those who are legally blind, but also serves those with limited vision as a result of illness, injury, or age. A quarter of the funds (22%) have been used to support general consulting services for libraries serving special populations, specifically rural and tribal libraries as well as other small libraries in areas with low population density. Another quarter of the funds (23%) have been used to support the institutionalized population of the state, including persons in medical or psychiatric institutions as well as the incarcerated. Over a tenth (13%) has been used to support building library collections and providing services that support the needs of infants, toddlers and preschool age children (i.e. children aged 0-5) and the needs of their parents in relation to learning and parenting. A small amount (1%) has been used to support collection development assessment for community colleges.

Washington State Library staff provide in-depth research and advice for libraries, citizens, and government officials in areas such as legal and governance issues, development of policies and services, relationships between boards and government officials, board responsibilities and interrelationships, setting up library districts, and other service issues. State Library employees develop, conduct, and facilitate continuing education retreats for library staff and boards of trustees.

Table 6: LSTA Funds Allocation for Projects under Goal 1, 1998-2001

	1998	1999	2000	2001	Total
Community College Conspectus	\$30,000				\$30,000
Special Populations	\$146,728	\$110,573	\$241,382	\$226,397	\$725,080
Washington Talking Book and Braille Library	\$328,000	\$328,000	\$328,000	\$328,000	\$1,312,000
Institutional Materials and Equipment	\$249,944	\$123,940	\$180,259	\$180,000	\$734,143
Branch Migration			\$8,000		\$8,000
Early Learning			\$75,000	\$350,000	\$425,000
Total	\$754,672	\$562,513	\$832,641	\$1,084,397	\$3,234,223

Figure 4: Meeting the Needs of a Diverse Population, 1998-2001 – \$3,234,223



Community College Conspectus

Community colleges provide adult education to all segments of society at affordable costs. This project was a collaborative effort by thirty-two community colleges throughout the state to assess the breadth and depth of collection strength through the use of comparative measures. LSTA funds supplemented other monies provided through the community college system. This collection analysis project provided information that was required for further planning in the areas of resource sharing, interlibrary loan services, and collection management.

Special Populations: The Unserved and Underserved

The goal of this ongoing project is to provide general consulting for staff working in all libraries with emphasis on medium, small, rural, and tribal libraries throughout the state. Consultants provide expertise and assistance in the areas of providing basic library services and access to technology. The primary objective is to empower local libraries as effective agencies for meeting community information needs by supporting and training local library staff.

Washington Talking Book and Braille Library

This project provides free books and magazines in alternate formats that meet the informational, educational, and recreational needs of the blind, visually impaired, and learning disabled. LSTA funds are supplemented by funds from other sources in supporting this project.

Institutional Materials and Equipment and Branch Migration

This project supports branch libraries in facilities operated by the Department of Corrections and Department of Social and Health Services. These branch libraries provide information services for the incarcerated or mentally disabled inmates and staff. Library automation software in 10 correctional facility libraries and 3 institutional libraries was upgraded. Photocopiers were purchased for libraries in both departments to help protect materials from destruction by inmates (e.g. tearing out of pages) and increasing usage of materials by a greater proportion of the service population. Copying reference materials enables users to spend more time completing homework or self-study assignments. Library materials were purchased for branch libraries on the topics of life skills, alcohol and drug rehabilitation, literacy, self-help, and professional development (for facility staff).

Early Learning Initiative

The Early Learning Initiative has been aimed at improving library services that will meet the developmental needs for birth through pre-school age children and their parents by educating staff about emerging research on brain development and providing them with models for program development. These projects require libraries to work collaboratively with other community groups who provide related services.

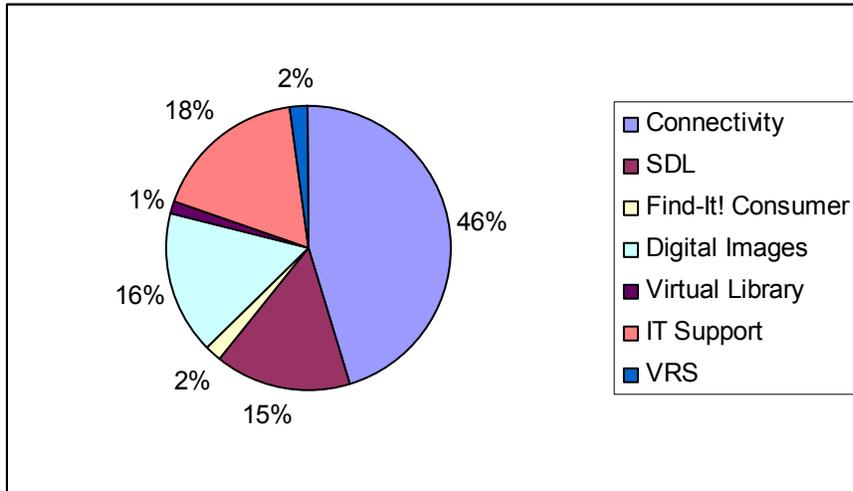
Goal 2: Internet Access to Digital Information Resources

Projects supporting Goal 2 have enabled libraries in the state to provide more access to online information by increasing local bandwidth, increasing the number of Internet terminals, negotiating deep discounts on online information sources, transferring local image and manuscript collections to digital format, and creating a portal to consumer information. Almost half of the funds (46%) were used to support a competitive grants program enabling individual libraries to increase Internet connectivity. A sixth of the funds (15%) were used to administer and subsidize the SDL project. In addition to providing or increasing access to a variety of databases for every citizen in the State, the SDL project is also the largest cooperative library project ever developed in the State, involving 181 different institutions of all types. A sixth of the funds (16%) were used to support efforts to digitize and share local collections of materials with statewide or national interest. Approximately one fifth of the funds (18%) were used to support information technology consulting and training efforts for individual libraries. A small portion of funds (3%) was used to support the Find-It! Consumer project and Virtual Library project, two significant efforts that delivered additional online resources to libraries. Another small portion (2%) was used to explore and support the creation of a cooperative statewide reference service.

Table 7: LSTA Funds Allocation for Projects under Goal 2, 1998-2001

	1998	1999	2000	2001	Total
Connectivity	\$186,341	\$1,635,864	\$643,123		\$2,465,328
Statewide Database Licensing	\$5,735	\$351,000	\$150,000	\$342,000	\$848,735
Find-It! Consumer		\$100,000			\$100,000
Virtual Library		\$75,000			\$75,000
Digital Images		\$176,000	\$425,839	\$300,000	\$901,839
IT Consulting		\$125,000	\$117,000	\$242,272	\$484,272
IT Literacy		\$75,000	\$225,000	\$150,000	\$450,000
Virtual Reference Service (VRS)				\$112,000	\$112,000
Bibliographic Center for Research (BCR)				\$7,500	\$7,500
Total	\$192,076	\$2,537,864	\$1,560,962	\$1,153,772	\$5,444,674

Figure 5: Internet Access to Resources, 1998-2001 - \$5,444,674



Estimated Cost Savings of Statewide Database Licensing For Libraries in Washington, 2001-2002

Depending on library type, online database vendors usually charge their customers a fee based on either the size of the library's service population or the number of full-time students being served. However, the price is not based on a simple rate per capita across all agencies. Each vendor uses sliding scales for estimating pricing. Each scale incorporates a base price, and then gives discounts for higher volume of users. As a result, smaller libraries pay considerably more per capita of their service population than large libraries pay. Smaller libraries of all types often find subscribing to online databases cost prohibitive since they must assume the burden of meeting the base price.

For example, the base price for the ProQuest base package of bibliographic databases plus access to the *New York Times* and all major Washington state newspapers has a base price of approximately \$16,000, plus an additional cost per capita of service population. A small rural public library serving a community of 2,500 people that subscribes to this package as an individual institution would pay just under \$16,500, or close to \$6.50 per person. A public library in a community of 25,000 people (ten times larger) would pay just over \$20,000, or close to \$0.80 per person. The larger the service population, the lower the per capita cost since the base price is spread out over a larger number of people.

Consortial purchasing of database subscriptions enables smaller libraries to access information sources they would not be able to purchase on their own. Thus, small libraries receive perhaps the greatest benefit of obtaining affordable access, while larger libraries receive the benefit of even greater volume discounts than they would received individually. Statewide licensing results in the greatest discount possible since it is based on the highest volume of users. The savings to the vendor is realized through managing only one sales account rather than dealing with numerous individual customers.

Database vendors are constantly adjusting prices in response to demand and competition. Price lists and pricing formulas are considered proprietary information and are not shared with the general public. Institutional subscribers are given a customized price quote. Calculating a cost savings is complicated because vendors do not post a "list price" or "regular price" from which one could estimate a percentage discount. The prices used in the following analysis are calculated based on information shared by sales and account representatives from three vendors who currently offer a negotiated discount rate through the SDL program: ProQuest, Gale Group, and OCLC. Information on how the pricing structure for each vendor was calculated follows the report of overall savings.

Cost savings resulting from the SDL program for libraries in Washington is \$8,316,990. When combining the total amount of both participant contributions and LSTA funds used to support Statewide Database Licensing (SDL), total savings is approximately three and a half times the total cost of the project. Since the total cost was partially subsidized by LSTA funds, participating libraries actually saved almost five times the amount they contributed to the project. In other words, for every dollar spent by an SDL participant, Washington libraries save five dollars.

To calculate price savings for libraries, estimates of “full price” were calculated for each library participating in the SDL program. The difference between the full price and the amount each SDL participant actually paid was identified as cost savings. The actual worksheets indicating estimates by institution are found in Appendix D.

Table 8: Estimated Cost Savings Resulting from SDL, 2001-2002

Library Type	LSTA Funds	SDL Participant Funds	Full Price	Estimated Savings
SDL Program Administration	\$150,000			
ProQuest				
Public	\$221,998	\$221,998	\$1,968,053	\$1,746,055
Academic	\$113,987	\$113,987	\$1,587,749	\$1,473,762
Special	\$10,577	\$10,577	\$384,000	\$373,423
Tribal	\$30,237	\$30,237	\$422,280	\$392,043
School	\$128,739	\$128,739	\$1,641,600	\$1,512,861
Total ProQuest	\$505,538	\$505,538	\$6,003,682	\$5,498,144
Gale Group				
Public		\$1,151,853	\$3,907,249	\$2,755,396
Total Gale	\$0	\$1,151,853	\$3,907,249	\$2,755,396
OCLC				
Public		\$31,450	\$60,000	\$28,550
Academic		\$8,475	\$28,000	\$19,525
Special		\$4,625	\$20,000	\$15,375
Total OCLC	\$0	\$44,550	\$108,000	\$63,450
Grand Total	\$655,538	\$1,701,941	\$10,018,931	\$8,316,990

Estimate of Pricing for ProQuest

In response to a request for pricing information, ProQuest prepared quotes for nine libraries participating in the SDL program, five public (see Table 9) and four academic (see Table 10). The price quotes reflected the costs for access to the ProQuest base database package, the *New York Times*, and all major Washington state newspapers. From these sample quotes, it was possible to estimate the price for other libraries by plotting price as a linear function of service population (see Figures 6 and 7).

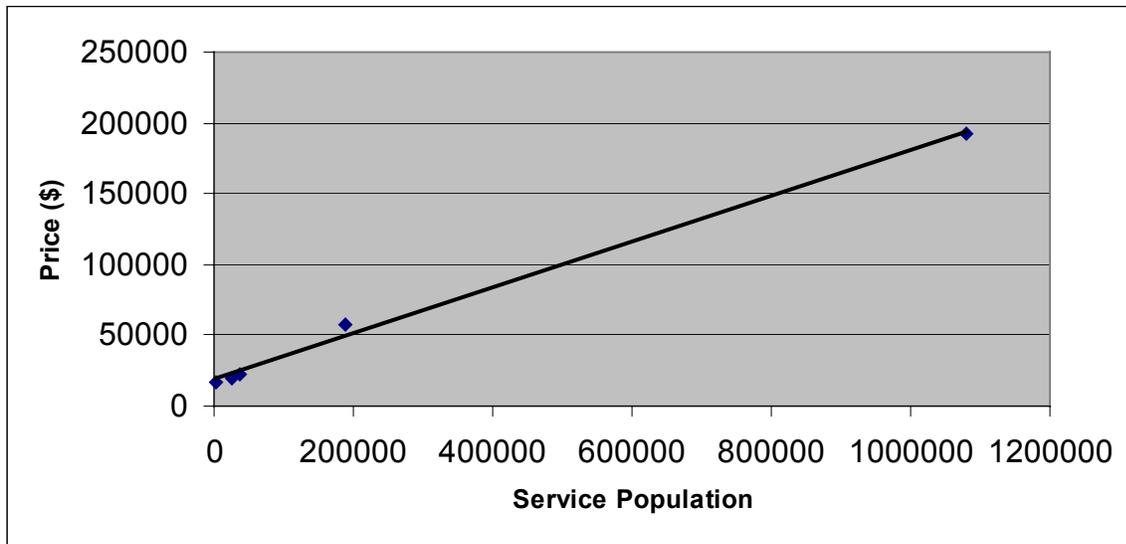
Table 9: ProQuest Price Quote for Public Libraries

Library	Population	Price
A	1,079,923	\$191,790
B	188,300	\$58,100
C	36,380	\$22,580
D	25,070	\$19,890
E	1,899	\$16,440

From this data, the slope of the line representing price for public libraries was estimated to be:

$$\text{Price} = \$16,000 + \$0.162 (\text{Population})$$

Figure 6: Slope Estimation of ProQuest Pricing for Public Libraries



Supporting documentation for the calculation of ProQuest pricing for public libraries is found in Table D.1 in the appendix.

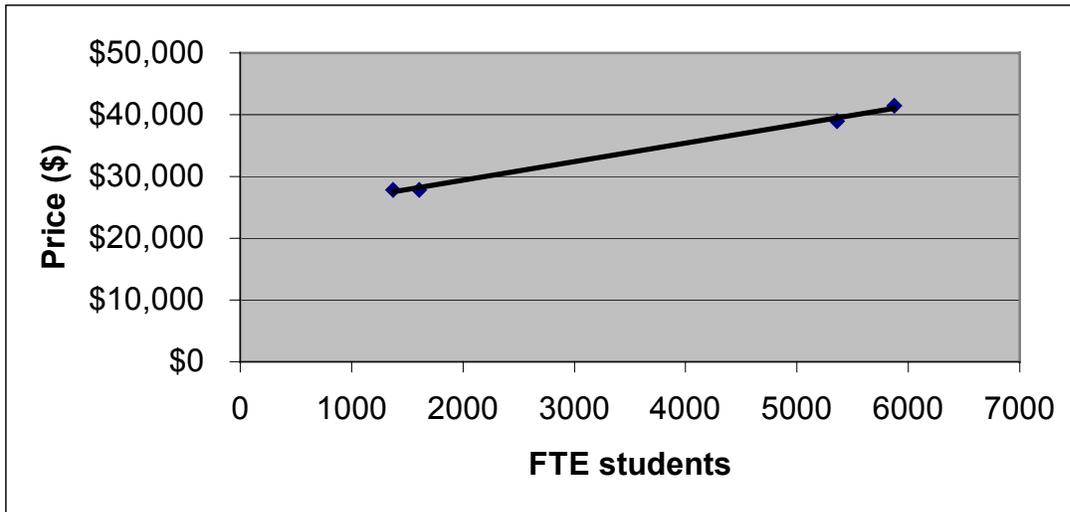
Table 10: ProQuest Price Quote for Academic Libraries

Library	FTE Students	Price
F	5,871	\$41,410
G	5,360	\$38,990
H	1,609	\$27,880
I	1,372	\$27,880

From this data, the slope of the line representing price for academic libraries was estimated to be:

$$\text{Price} = \$23,500 + \$3.00 (\text{FTE students})$$

Figure 7: Slope Estimation of ProQuest Pricing for Academic Libraries



Supporting documentation for the calculation of ProQuest pricing for public libraries is found in Table D.2 in the appendix.

Tribal libraries are charged at the same rates as public libraries, and cost savings for tribal libraries were calculated using the same price estimates (see Table D.3).

Special libraries are also charged according to their service population, although identifying the size of the service population varies across different types of special libraries. For example, in hospital libraries the number of beds is sometimes used to estimate population. Obviously, the approach would not apply to any other type of special library. To avoid overestimation of cost savings, the full price for special libraries was limited to the base price of \$16,000 paid by public libraries (see Table D.4).

For school libraries, ProQuest pricing is based on the number of schools rather than the number of students being served. A quote from the vendor indicates a price of \$7,800 per school for any district in Washington that was purchasing access outside a consortial agreement. At this rate, the price for the total number of schools in Washington (approximately 1,600) would total almost \$12,500,000, resulting in a 98% discount through statewide database licensing. This rate appears excessively inflated, but the vendor declined the opportunity to reconsider their price estimate.

The investigator contacted four school districts in California that he has visited in the past for personal or professional reasons. Of these four, only one, Clovis Unified School District (CUSD) in Fresno County, has recently entered into a nonconsortial agreement with ProQuest to provide online full-text databases for its students. The database package being purchased by CUSD does not include Washington state newspapers, but is otherwise similar to the package being purchased for school districts in Washington. According to Rob Darrow, Library Media Teacher and Online Learning Specialist, CUSD has 38 schools in the district and is being billed \$39,000, an average rate of \$1,026 per school. At this rate, the price quote for the total number of schools in Washington (approximately 1,600) would total almost \$1,641,600, resulting in a 85% discount through statewide database licensing. This discount is comparable to both other vendor quotes and the quotes from ProQuest for public and academic libraries. Although it is likely to be a conservative underestimate, this rate has been used in the estimate of statewide cost savings presented in Table 8.

Estimate of Pricing for Gale Group

Out of all three vendors, Gale Group representatives provided the fewest details about the pricing structure for their products and would only share information on pricing in terms of percentage discounts. For public libraries serving populations under 200,000, the SDL rates constitute an 80% discount off the full price. For public libraries serving populations over 200,000, the SDL rates constitute a 65% discount off of full price. A full price for each participating library was calculated based on what each participant pays to the program and the applicable discount rate (see Table D.5).

Estimate of Pricing for OCLC

Prices for access to FirstSearch from OCLC are based on the number of simultaneous users a library wants to license. Therefore, the minimum number of simultaneous users an institution could purchase on its own is one. By cooperating in a consortial purchase, libraries can share the same license but split the total cost between all members. This makes it possible for libraries to buy a “half” or a “quarter” of a single simultaneous user license.

The full price for a single simultaneous user license from OCLC is \$4,000. This amount is used to calculate full price for participating libraries, although some libraries would undoubtedly opt to purchase larger user licenses (see Table D.6).

Through the SDL program, Washington libraries are able to participate in a Pacific Northwest consortium, comprised of libraries in Washington, Oregon, Idaho, and Montana. The consortium currently purchases a license for 113 simultaneous users. The total number of users who may log in at any one time is shared across all libraries. For example any institution participating in the program may provide access for 1, 5, 10, 20, or (theoretically) 113 simultaneous users as long as the total number of users at all institutions does not exceed 113. In this way, libraries not only pay a fraction of the cost to purchase a single user license, but can benefit from greater accessibility. Washington libraries also benefit from being in the Pacific time zone, and will receive less competition from institutions located in the Mountain time zone that close earlier in the day.

Internet Connectivity

From 1998-2001, 59 competitive grants were awarded to libraries to increase the level of Internet access offered to citizens of the State. The libraries that received connectivity grants serve a combined population of 1,977,000 citizens, approximately a third of the total State population. The majority of these grants, in terms of both numbers and dollar amounts, were awarded to public and school libraries. A small number of academic, special, and tribal libraries also received awards (see Tables 11 and 12).

Table 11: Numbers of Connectivity Grant Awards by Library Type

	Public	Academic	School	Special & Tribal	Consortium	Total
Off the Shelf 1999	11			1		12
Tech. Enhancement 1999	8		7	1		16
Digital Libraries 1999	12	1	6	1	1	21
Connectivity 2000	8	1	2			11
Connectivity 2000 Plus	4	1	3	1		9
Total	43	3	18	4	1	69

Table 12: Amount of Connectivity Grant Awards by Library Type

	Public	Academic	School	Special & Tribal	Consortium	Total
Off the Shelf 1999	\$53,200			\$2,800		\$56,000
Tech. Enhancement 1999	\$349,958		\$286,735	\$42,273		\$678,966
Digital Libraries 1999	\$340,889	\$24,620	\$224,145	\$35,250	\$68,696	\$693,600
Connectivity 2000	\$132,151	\$6,000	\$58,223			\$196,374
Connectivity 2000 Plus	\$132,843	\$11,444	\$63,772	\$11,941		\$220,000
Total	\$1,009,041	\$42,064	\$632,875	\$92,264	\$68,696	\$1,844,940

On average, libraries that received LSTA funding were able to provide a substantially greater number of Internet terminals to the public (see Table 13). In addition, these libraries were able to increase their total number of Internet terminals by a larger average percentage. Even in cases where LSTA funds were not used specifically for purchasing terminals, the funds were used to build infrastructure that then made it easier for libraries to add terminals.

Library budget might also be a factor that contributes to the growth in the number of Internet terminals. To account for this factor, both libraries that received LSTA grants and those that did not were separated into two groups of “Large budget” and “Small budget” libraries. Large budgets libraries were defined as those institutions whose annual operating expenses exceed \$3,000,000. All but two of the libraries in this group serve populations of over 100,000 people. All the libraries in the small budget group have annual operating expenses of less than \$3,000,000 and serve populations of less than 100,000 people. When disaggregating institutions by budget in this manner, the same trend is exhibited where those libraries receiving LSTA

grants added more public access Internet terminals, regardless of whether the figure is expressed as either an actual number of terminals or as a percentage increase of the total number of terminals offered by the institution.

Table 13: Increase in Public Access Internet Terminals in Public Libraries, 1999-2000

	Number of Libraries	Average Budget	Avg. increase in # of terminals	Avg. increase in % of terminals
Libraries receiving LSTA Funding				
Total	26	\$2,770,448	10.19	40%
Large Budget	7	\$8,608,768	33.29	50%
Small Budget	19	\$619,488	1.68	36%
Libraries not receiving LSTA Funding				
Total	36	\$3,066,919	1.83	27%
Large Budget	5	\$20,017,515	9.60	42%
Small Budget	31	\$332,952	0.58	28%

Source: *Washington Public Library Statistics 2000* (preliminary data)

Note: The analysis is based on 62 out of 67 public library systems. Due to reporting errors, 5 library systems were dropped from the sample.

In 1998, providing at least one public access Internet terminal for every 15,000 persons in the state was established as an objective of the Connectivity Project. In the year 2000, this target has been far exceeded based on the number of access terminals in the public libraries alone. Currently, public libraries in Washington provide, on average, one public access Internet terminal for every 2,600 persons.

Table 14: Statewide Ratio of Persons per Public Access Internet Terminal

Washington population ^a	Internet terminals in 67 public libraries ^b	Number of persons per Internet terminal
5,894,121	2236	2,636

Sources: ^a*U.S Census*, ^b*Washington Public Library Statistics 2000* (preliminary data)

However, since Internet terminals are not evenly distributed throughout the state, examining the number of terminals available within each library system and comparing that to the respective service population for each institution achieves a more accurate estimate of service ratios.

On average, libraries that received LSTA funding for connectivity exhibited a greater need to reduce their service ratio than those libraries that did not receive funding. Even after receiving

grant support, these libraries were only able to improve the ratio an average of 21%, compared to 26% in libraries that did not receive funding.

Table 15: Ratio of Persons per Public Access Internet Terminals by Institution

	Number of Library Systems	Persons/ Terminal 1999	Persons/ Terminal 2000	Average Improvement
Libraries receiving LSTA Funding	26	4271	3368	21%
Libraries not receiving LSTA Funding	36	4051	2999	26%

The Internet service ratio was worse than the statewide ratio in 42% of libraries that received LSTA funding for connectivity. In comparison, the Internet service ratio was worse than the statewide ratio in only 36% of libraries that did not receive LSTA funding for connectivity. This evidence suggests the LSTA funds were awarded to libraries demonstrating the greatest need to improve their Internet service ratios.

Table 16: Percent of Public Libraries Surpassing the Statewide Ratio

	Number of Library Systems	Worse than statewide ratio	Better than statewide ratio
Libraries receiving LSTA Funding	26	11 (42%)	15 (58%)
Libraries not receiving LSTA Funding	36	13 (36%)	23 (64%)

While the majority of Connectivity grants were awarded to public libraries, school libraries also received awards to improve service and access for their students and staff.

- Five school districts (Chehalis, Morton, Mount Vernon, Naselle, and Newport) used grant funds to acquire and implement new library automation software that enabled Internet access to the catalog and other library resources so that both students and staff may search from school or home through an integrated information gateway.
- Four school districts (Central Kitsap, Liberty, South Kitsap, and White Pass) used grant funds to add workstations on campus to increase Internet access for students and staff.
- Four school districts (Columbia, Colville, La Center, and Wishkah Valley) used grant funds to establish high-speed Internet connections and purchase the necessary hardware and software to upgrade their existing networks.

Find It! Consumer

This highly publicized and lauded project provides access to consumer protection, safety, and health information to all Washington citizens. The project has resulted in the creation of a website and search engine (<http://finditconsumer.wa.gov>) which provides a portal to consumer protection and safety information. This portal provides a common search interface for over 100 consumer protection websites. The primary goals of the Find-It! Consumer project are stated as:

- To create a usable sustainable structure for sharing consumer information,
- To identify and coordinate access to a broad spectrum of consumer information,
- To reach people who might not have access to current information, and
- To increase the visibility and use of each partner agency's consumer information.

The site has been sponsored by six Washington state agencies and one non-profit association.

- Office of the Governor
- Attorney General
- Utilities and Transportation Commission
- Department of Social and Health Services
- Department of Ecology
- Liquor Control Board
- Young Adult Consumer Education Trust (YACET)

The website was favorably reviewed as a recommended site in *Internet Scout*, published by the Department of Computer Science at the University of Wisconsin. The review praised the website for its breadth of coverage, variety of search features, and currency of information.¹

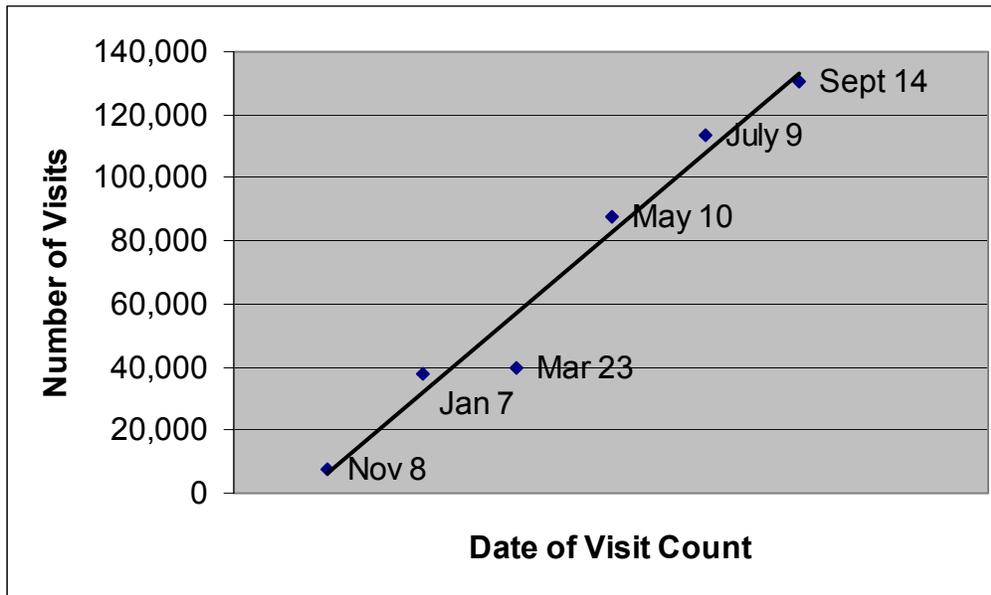
Usage of the website, expressed as the number of visits received, has grown steadily each month since its inception. Table 17 presents cumulative counts of the number of visits reported at approximate two-month intervals. Figure 8 graphically portrays the data in Table 17 to demonstrate a nearly constant rate of site usage of just over 12,000 visits per month. Given this steady rate of use, one can anticipate that the site will have received nearly 300,000 visits by the end of fiscal year 2002.

Table 17: Usage Statistics for the Find-It! Consumer Website, 2000-2001

Visit count reported on:	Cumulative Number of Visits
November 8, 2000	7,671
January 7, 2001	38,032
March 23, 2001	39,912
May 10, 2001	87,429
July 9, 2001	113,250
September 14, 2001	130,345

¹ Emily Missner, "Find-It! Consumer," *Internet Scout* 4 (25 January 2001), available online <http://scout.cs.wisc.edu/report/bus-econ/2001/be-010125.html#15>.

Figure 8: Usage Statistics for the Find-It! Consumer Website, 2000-2001



During the course of its first year, the website received an average of over 500 visits per day. However, although the overall monthly trend was near constant for the year, usage varied greatly from week to week (see Table 18). January and April witnessed brief, intensive periods of use. February, March, and September were extremely slow. Historical events such as the Nisqually/Tacoma earthquake or federal income tax deadlines may help explain such uneven use patterns, but further research is needed to determine actual causes.

Table 18: Average Daily Visits for the Find-It! Consumer Website, 2000-2001

Visit count reported on:	Cumulative Number of Visits	Number of Days between Counts	Average Number of Daily Visits
January 3	28,060		
January 7	38,032	4	2493
March 23	39,912	75	25
April 26	48,702	34	259
April 29	78,773	3	10024
May 10	87,429	11	787
May 18	90,953	8	441
May 25	94,057	7	443
June 13	104,826	19	567
July 9	113,250	26	324
August 14	126,318	36	363
August 24	129,291	10	297
September 14	130,345	21	50
	Number of Visits 1/3/01 to 9/14/01	Total Number of Days	Average Daily Visits
	130,345	254	513

Information Technology Consulting

As an example of the consulting services provided to libraries, a portion of the LSTA funds used to increase Internet access was used to provide general information technology consulting services for institutions that required additional expertise in technology planning or technical skills. Connectivity Project grants to individual library institutions have been supported by consulting through the Washington State Library in the areas of workstation support, network design, and technology plan development. Consulting services varied between providing technical assistance in network administration and troubleshooting, training local staff, guiding staff through the E-Rate application process, and a number of other topics pertaining to information technology.

This project specifically attempts to reduce the “digital divide” between the “information haves and have-nots” by providing technical assistance to small and medium sized community and rural libraries with staffs that lack a high degree of technical expertise. WSL information technology support enables such libraries to participate in the connectivity program and supply Internet access to their services populations despite lack of expertise or previous experience. When paired with opportunities for training in information technology, this results in increased benefits for their customers.

Over the course of a year, one consultant (Tamara Georgick) made 47 trips around the State to provide individualized assistance (see Table 19). On average, the consultant was in the field almost every week during that year. The majority of these trips were library site visits to single institutions. The consultant also attended several conferences and planning meetings where she delivered presentations and met with staff from numerous institutions. In the Spring of the same year, the consultant’s assistant (Evelyn Lindberg) made 8 eight site visits to libraries to provide direct technical assistance. This record of activity does not include the amount of effort spent responding to the needs of libraries via telephone or e-mail.

Table 19: Information Technology Consulting Activities, 2000-2001 (47 Events)

	Site Visit	Conference	Meeting
Technical Assistance	10		
Training	3		4
E-Rate	10	1	3
E-Books	2	2	1
Outreach		5	2
K - 20	11		1
Planning			2

Note: On many occasions, consulting on multiple issues was provided for each event. Thus, the number of topics indicated in the table exceeds the number of total events.

Digital Images

The Digital Images project has provided education and training of library staff in best practices for creating and sharing digital collections of locally held analog materials. In 2001, two 3-day workshops were held and a best practices website was created. In an early phase, the project supported a small number of pilot projects to experiment with particular methodologies and problems in digitization. Two subsequent rounds for competitive grants supported a larger number of projects in 2000 and 2001. These grants were awards to specific institutions to transfer image and document collections into digital format and make them available to all institutions and citizens online.

Virtual Library

This project aims to create a Virtual Library Service Center to provide the following services to LSTA eligible libraries, especially those with limited access, resources, or staff expertise. Services and resources that are provided included:

- Website hosting
- Website development tool kit
- Web accessible database development hosting and tool set
- Mailing list services
- Hosting of web accessible customer service applications
- Access to the Libraries of Washington State Information System
- Hosting of Washington Libraries On-Line

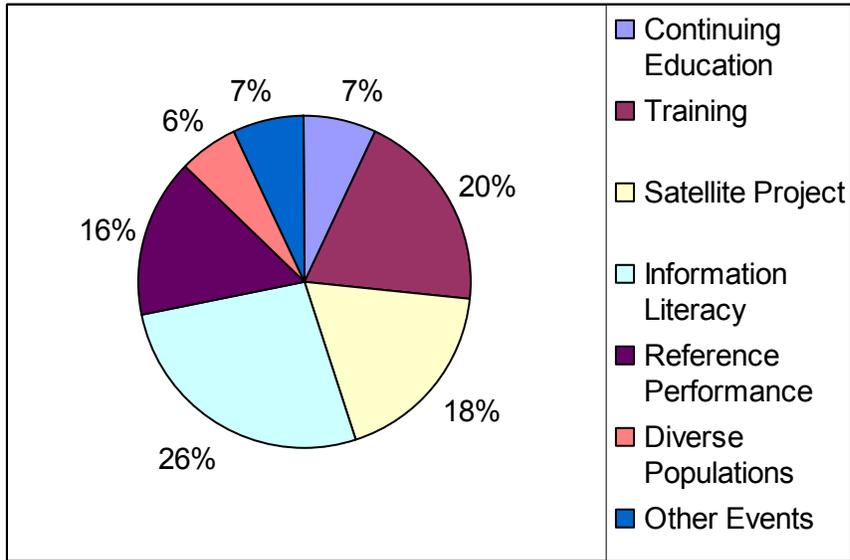
Training and Continuing Education

Projects supporting training and continuing education have provided opportunities for persons to increase the skills and knowledge in the areas of information technology, leadership and management, and providing information services (see Table 20 and Figure 9). A small portion of funds (7%) have been used to provide over 150 continuing education grants to individuals. A fifth of the funds (20%) have been used to support consultants leading a wide variety of training events. Another fifth (18%) have been used to support the Satellite project that enabled training via distance education to be delivered throughout the state, including many remote areas. A fourth of the funds (26%) have been used to support the Information Literacy project, a statewide effort involving public and school libraries. The remaining funds (29%) have been used to support a number of specific training programs such as Reference Performance or Serving Culturally Diverse Populations.

Table 20: LSTA Funds Allocation for Training and Continuing Education, 1998-2001

	1998	1999	2000	2001	Total
Continuing Education Grants	\$2,026	\$27,024	\$30,000	\$40,000	\$99,050
Training	\$38,068	\$76,525	\$70,075	\$81,855	\$266,523
Satellite Project		\$250,000			\$250,000
Electronic Reference Workshops			\$16,390		\$16,390
K-12 Summit			\$11,050		\$11,050
Information Literacy			\$56,000	\$306,000	\$362,000
Reference Performance Training			\$150,000	\$63,400	\$213,400
Serving Culturally Diverse Populations			\$10,000	\$70,000	\$80,000
Small or Rural Summer Technology Institute				\$20,000	\$20,000
K-20 Project				\$45,425	\$45,425
Total	\$40,094	\$353,549	\$343,515	\$626,680	\$1,363,838

Figure 9: Training and Continuing Education, 1998-2001 - \$1,363,838



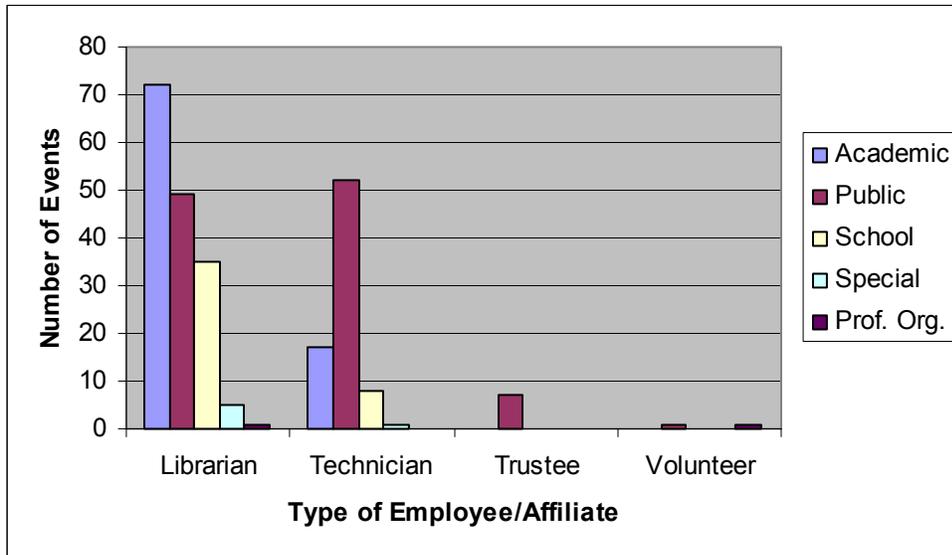
Continuing Education Grants

From 1998 to 2001, LSTA funds were used to support 249 small grants (usually between \$200 and \$500) that enabled individuals to take advantage of an educational opportunity. Individuals could enroll in a class offered by an educational agency, attend a workshop, or participate in a conference. This grant program attracted applications from both professionals and technicians working in academic, public, and school libraries (see Table 21 and Figure 10). Seven library trustee and two library volunteers were also recipients of a continuing education grant.

Table 21: Continuing Education Grants by Staff and Library Type, 1998-2001

	Academic	Public	School	Special	Prof. Org.	Total
Librarian	72	49	35	5	1	162
Technician	17	52	8	1		78
Trustee		7				7
Volunteer		1			1	2
Total	89	109	43	6	2	249

Figure 10: Number of Continuing Education Grants by Staff, 1998-2001

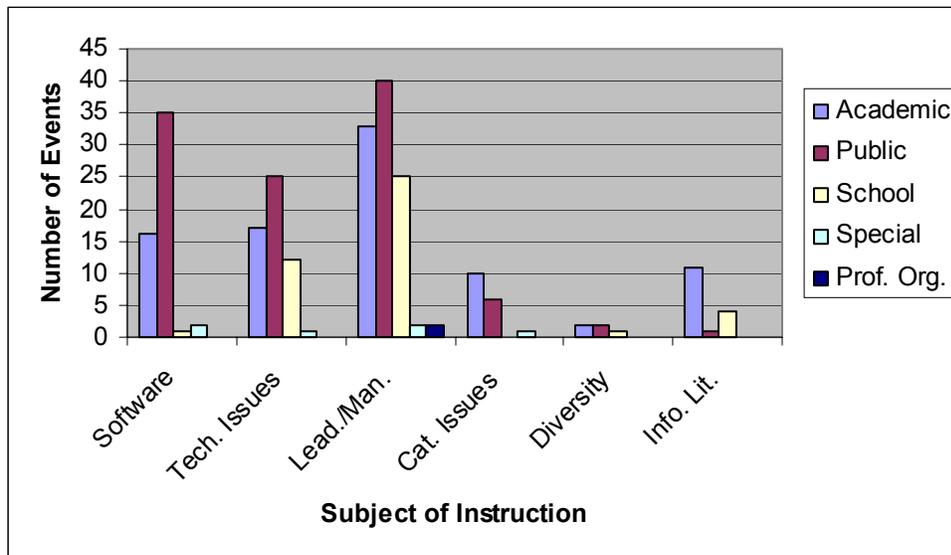


The content of instruction varied across six categories (see Table 22 and Figure 11). More than a third of the grantees (41%) attended events to discuss and learn about leadership or management issues or improve their leadership skills. Just over a fifth (22%) attended training events to learn about specific software packages, and another fifth (22%) attended events to learn about issues pertaining to technology planning and implementation. The remaining grantees attended events to learn about cataloging issues, diversity issues, or information literacy.

Table 22: Continuing Education Grants by Subject and Library Type, 1998-2001

	Academic	Public	School	Special	Prof. Org.	Total
Software	16	35	1	2		54
Technology Issues	17	25	12	1		55
Leadership/ Management	33	40	25	2	2	102
Cataloging Issues	10	6		1		17
Diversity	2	2	1			5
Information Literacy	11	1	4			16
Total	89	109	43	6	2	249

Figure 11: Number of Continuing Education Grants by Subject, 1998-2001



Information Technology Literacy

This project provides resources for meeting the demand for training and staff development in the area of technology, especially networking and client-server support, at the state and local level. Over the past two years, training was offered across introductory, intermediate, and advanced levels. Participants took part in training events organized and sponsored by the Washington State Library or took classes leading to skill certification.

Information Technology Workshops

This project funds facilities rental and instructional expenses for a variety of workshops on such topics as Connectivity, Network Security, Web Technologies, and Intranet Technology, and Information Technology Infrastructure Management. Workshops were held throughout the state in Tacoma, Vancouver, Tri-Cities, Yakima, and Spokane. In 1999, over 325 professionals and technical staff attended these workshops.

MSCE certification

In 1999, 63 library staff members from across the state participated in courses contributing to the Microsoft Systems Certified Engineer certificate such as:

- Administering NT
- Managing IIS
- Networking Essentials
- Administering SQL
- Programming Web Pages with Microsoft Visual InterDev

This project also funds expenses for the Library Information Technology Working Group. This group assists Washington State Library staff in identifying information technology issues, development of possible solutions, and areas of need for professional development and training in technology. Representatives are drawn from public, academic, and special libraries of all sizes.

In 2001, 173 people participated in workshops on learning how to use specific software packages (Crystal Reports, Dreamweaver, Flash 5, Macromedia UltraDev, Microsoft Access) or to learn more about principles of web design and digital imaging (see Table 23).

Table 23: Software/Technology Workshop Participants by Library Type, 2001

Library Type	Number of Participants
Academic	62
Public	94
School	1
Special	11
Other	5
Total	173

Electronic Reference Workshops

This project provided specific training for librarians on utilizing web resources or other digital tools in performing general reference work. Eight workshops were offered in 1999, and due to demand another six workshops were offered in 2000. All workshops were filled to capacity; 158 people participated (see Table 24).

Table 24: Electronic Reference Workshop Participants by Library Type, 2000

Library Type	Number of Participants
Academic	28
Public	103
School	22
Special	5
Total	158

Reference Performance Training

This project provides training opportunities in general reference work and management of reference services. A series of two-day seminars was conducted at various locations throughout the state. Statewide pre-assessment of reference performance was conducted to establish baseline data on the quality of reference services in the state, including the application of negotiation skills used by staff in conducting reference transactions. Statewide post-assessment will be utilized to examine the effects of training. The workshop series is being continued into fiscal year 2002. In 2001, 397 people participated in this training (see Table 25).

Table 25: Reference Performance Training Participants by Library Type, 2001

Library Type	Number of Participants
Academic	10
Public	369
School	1
Special	16
Other	1
Total	397

Information Literacy

This collaborative project between the Washington State Library, the Information School of the University of Washington, and other libraries centers on the launch a statewide campaign to educate library staff and the public about the importance of information literacy skills for youth and adults, and of the role libraries play in assisting their patrons to gain these necessary skills. In 2001, 434 people participated in this training (see Table 26).

Table 26: Information Literacy Workshop Participants by Library Type, 2001

Library Type	Number of Participants
Academic	56
Public	151
School	217
Special	10
Other	0
Total	434

Serving Culturally Diverse Populations

The project provides for a comprehensive training program aimed at educating library staff and trustees about serving culturally and ethnically diverse populations. The focus is on assessing community needs and developing outreach programs to cultural and ethnic populations. In 2001, 102 people participated in this training program.

Satellite Project

The project enables the delivery of distance learning and training opportunities by providing satellite access in public libraries throughout the state. Installation of satellite dishes was made at 10 sites throughout the state, including remote locations on an island and an isolated small rural library. The island site supplies the only public source of distance education for the entire community. In 2001 alone, 429 people participated in educational events via satellite.

Goal 3: Transparent Access through Interagency Cooperation

Rather than being an end in itself, interagency cooperation has been identified as a critical strategy to increasing the quality and availability of library services to all Washington citizens. Interagency cooperation can exist between two or more library institutions, or between a library institution and another information service, educational institution, or community service agency. The goal of all interagency cooperation is to either increase or improve the level of information provision to the service populations of each partner institution.

Each year, the proportion of funds expended on projects that required interagency cooperation to successfully achieve the stated project objectives increased steadily at an average annual rate of 11.6% (see Table 27).

Table 27: Proportion of LSTA Funds Supporting Cooperative Projects

	Total LSTA Expenditures	Expenditures for Cooperative Projects	% of Total Expenditures	Annual Increase in % of Total Expenditures
1998	\$1,087,370	\$35,735	3.3%	(not applicable)
1999	\$3,564,358	\$627,000	17.5%	14.2%
2000	\$2,860,222	\$678,279	23.7%	6.2%
2001	\$3,026,422	\$1,149,425	38.0%	14.3%
Total	\$10,538,372	\$2,390,439	22.7%	Avg. Annual Increase: 11.6%

Many cooperative programs have been statewide projects such as Statewide Database Licensing, Find-It! Consumer, and Virtual Reference Service, and the K-20 Project. However, interagency cooperation has also occurred in projects administered at the local level. Out of 120 competitive grants awarded from 1999 to 2001, 60 have involved the participation of two or more agencies (see Table 28).

Table 28: Proportion of Competitive Grants Involving Interagency Cooperation

	Total Competitive Grant Awards	Grants Requiring Interagency Cooperation	Percent of Total Grants
Connectivity	69	9	13%
Digital Images	15	15	100%
Early Learning	36	36	100%
Total	120	60	50%

^a Although the majority of the work involved in digitization projects might be undertaken by one institution, such projects have been defined here as cooperative since many of the projects involved the digitization of collections at multiple institutions and the whole purpose of these projects is to share resources between institutions. Furthermore, the training for these projects has also been organized and supported at the statewide level.

Policy Review

Planning Process

The Washington State Library has a long history of conducting information needs assessment of the citizens of the state. Inclusive statewide planning began in 1991 when over 100 delegates from around the state participated in the Governor’s Conference on Library and Information Services. The initiatives and recommendations from that conference ultimately resulted in the *Statewide Plan for Washington Libraries*, a joint project of the Washington State Library (WSL), the Washington State Advisory Council on Libraries (WSACL), and the Washington State Library Commission.

In 1997, the planning process was expanded to include a series a regional forums, enabling greater participation from all regions of the state in providing input to the issues surrounding the provision of library services. Library staff, community leaders, government officials, and other key stakeholders in the library community attended events in seven Washington cities: Bellingham, Seattle, Olympia, Vancouver, Spokane, Yakima, and Walla Walla. Input from these forums was used to develop a statewide plan for the continuing development and improvement of library services. This work formed the basis for the LSTA five year plan. The three goals of the LSTA program in Washington are based on the statewide plan. In this manner, inclusive participation and citizen oversight has informed every stage of the planning process.

In 2000, another series of statewide forums was held in preparation for developing a new five year plan for Washington, 2002-2007, that will direct LSTA funding priorities for the near future and be reflected in the LSTA five-year plan. Six forums were held to give community members and library representatives an opportunity to provide input. Two of these forums were videoconferences, enabling representatives from small and rural communities to participate in the process. The other four were held in both western and eastern regions of the state: Seattle, Olympia, Yakima, and Spokane. In addition to the forum, an online survey of library staff and trustees was also used to solicit additional feedback. Over 150 people participated in the planning process.

Representatives of the library community oversee the implementation of LSTA funded programs. In total, 131 individuals serve on 12 advisory committees. In addition to Washington State Library staff and Library Council members, these committees include representatives from all types of libraries (see Table 29 for a sample of library representation on four committees).

Table 29: Number of Representatives on Steering Committees by Library Type

	Academic	Public	School	Special	Information School	State Library	Library Council
Library Information Technology Work Group	1	6	2	2	1	3	2
Digital Images Initiative Steering Committee	1	2		2		4	
Cooperative Database Licensing Steering Committee	11	6	4	2		2	
Virtual Reference Service Steering Committee	3	3	1	1	2	2	1

Awarding of Competitive Grants by Library Type

Competitive grant awards for locally administered projects were awarded through a series of grant “cycles.” Each cycle refers to the announcement of the grant and a call for applications, the application review period, award announcement, and the implementation period. 120 competitive grants were awarded from 1999-2001 through 9 grant cycles: 5 cycles for Connectivity projects, 2 for Digital Imaging projects, and 2 for Early Learning projects (see Appendix G to see the number of applications and awards by library type for each grant cycle).

Seven of these cycles were open to all types of libraries, while two cycles were only open to public and tribal libraries. The award amounts in these two cycles were rather small, enabling a larger number of grants to be awarded. Consequently, approximately a third of all competitive grants awarded (43 out of 120) were part of cycles that were only open to public and tribal libraries, and this accounts in part for the large proportion of competitive grants received by public libraries.

Table 30: Competitive Grants Open to Public and Tribal Libraries Only, 1999-2001

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	0	0	0%	0%
Consortia	0	0	0%	0%
Public	44	41	93%	95%
School	2	0	0%	0%
Special/Tribal	2	2	100%	5%
Total	48	43	90%	100%

Table 31: Competitive Grants Open to All Libraries, 1999-2001

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	20	7	35%	9%
Consortia	3	1	33%	1%
Public	78	48	62%	62%
School	77	18	23%	23%
Special/Tribal	12	3	25%	4%
Total	190	77	41%	100%

Table 32: Grant Applications and Awards for all Competitive Grants, 1999-2001

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	20	7	35%	6%
Consortia	3	1	33%	1%
Public	122	89	73%	74%
School	79	18	23%	15%
Special/Tribal	14	5	36%	4%
Total	238	120	50%	100%

Geographic Distribution of LSTA Funds to Local Libraries

Apart from statewide projects, LSTA funds have been awarded to local libraries to support projects throughout all regions of the state. While a larger amount of funds has been expended in the western part of the state, this is also where the highest population concentration is located. Higher per capita awards were made in the eastern part of the state. Maps 1 and 2 indicate the geographic differences in distribution when shown as actual dollars versus dollars per capita.

Map 1: Total LSTA Awards to Local Libraries by County, 1998-2001

The award amounts reflected in the map are the sum total of competitive grants, continuing education grants, and SDL subsidies awarded to local institutions of all types in each county.² Darker colors indicate a larger award. More funds were awarded in counties with larger population centers. The data used to prepare the map can be found in Appendix C.

Map 2: Total LSTA Awards Per Capita Service Population by County, 1998-2001

The award amounts reflected in this map are the total awards by county from Map 1 divided by the county population figures reported in the *2000 U.S. Census*. When examined in terms of awards per capita, the geographic distribution of funds appears more uniform with higher concentrations in some eastern counties.

Maps 3, 4, and 5 indicate how the different types of grants to local libraries have been distributed throughout the state.

Map 3: Competitive Grant Awards to Local Libraries by County, 1999-2001

The amounts indicated in this map reflect the sum total of 120 competitive grants (i.e. Connectivity, Digital Images, and Early Learning grants) awarded over a three year period. The majority of competitive grants were awarded to libraries in western and eastern counties, but few awards were made in the central region of the state. In several of these central counties, no applications for a competitive grant were received.

Map 4: Continuing Education Grant Awards to Local Library Staff, 1998-2001

The amounts indicated in this map reflect the sum total of 126 continuing education grants awarded to individual library staff members over a four year period. The majority of these grants were awarded to counties containing larger population centers, and likewise a larger number of libraries with larger numbers of staff members.

Map 5: Statewide Database Licensing Awards to Participating Libraries, 1999-2001

The map indicates the amount of funds expended on behalf of institutions in each county as part of subsidizing statewide database licensing, not including funds expended on behalf of school libraries through the Educational Service Districts. Since database

² In five cases where a library system encompasses multiple counties (Fort Vancouver Regional Library, Mid-Columbia Library District, North Central Regional Library, Sno-Isle Regional Library, and Timberland Regional Library), funds were listed in the county of the branch library receiving the benefit of the award. If the benefit of the award was felt across all branch libraries, the funds were proportionately calculated based on the service population in each county.

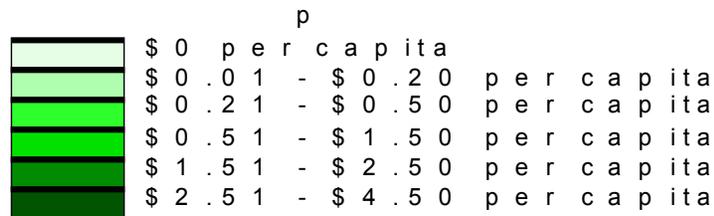
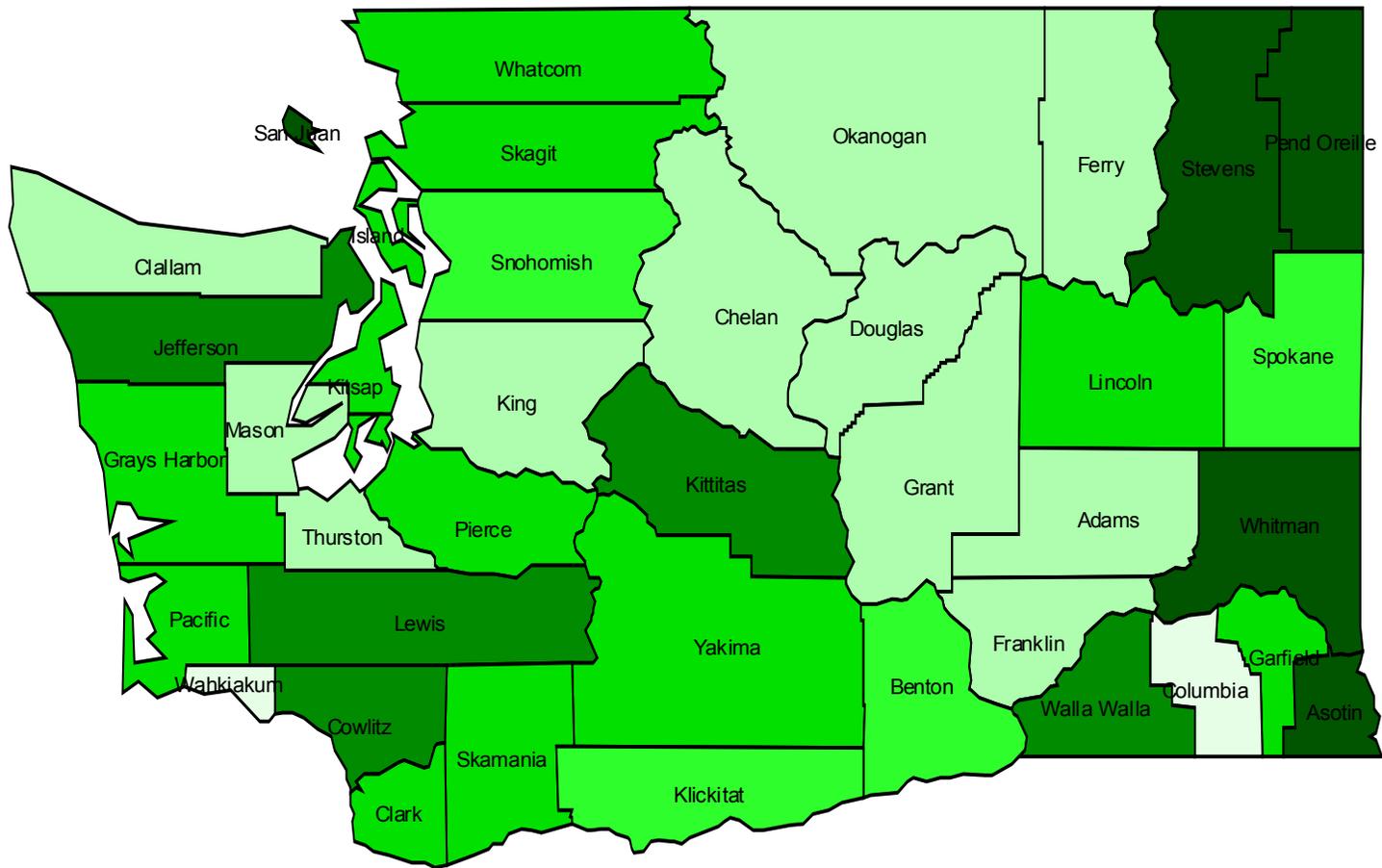
licensing fees are largely based on service population, the distribution of funds imitates the pattern of population distribution in the state.

While the first five maps indicate concentration of expenditures, Map 6 reflects the partial distribution of consulting services throughout the state.

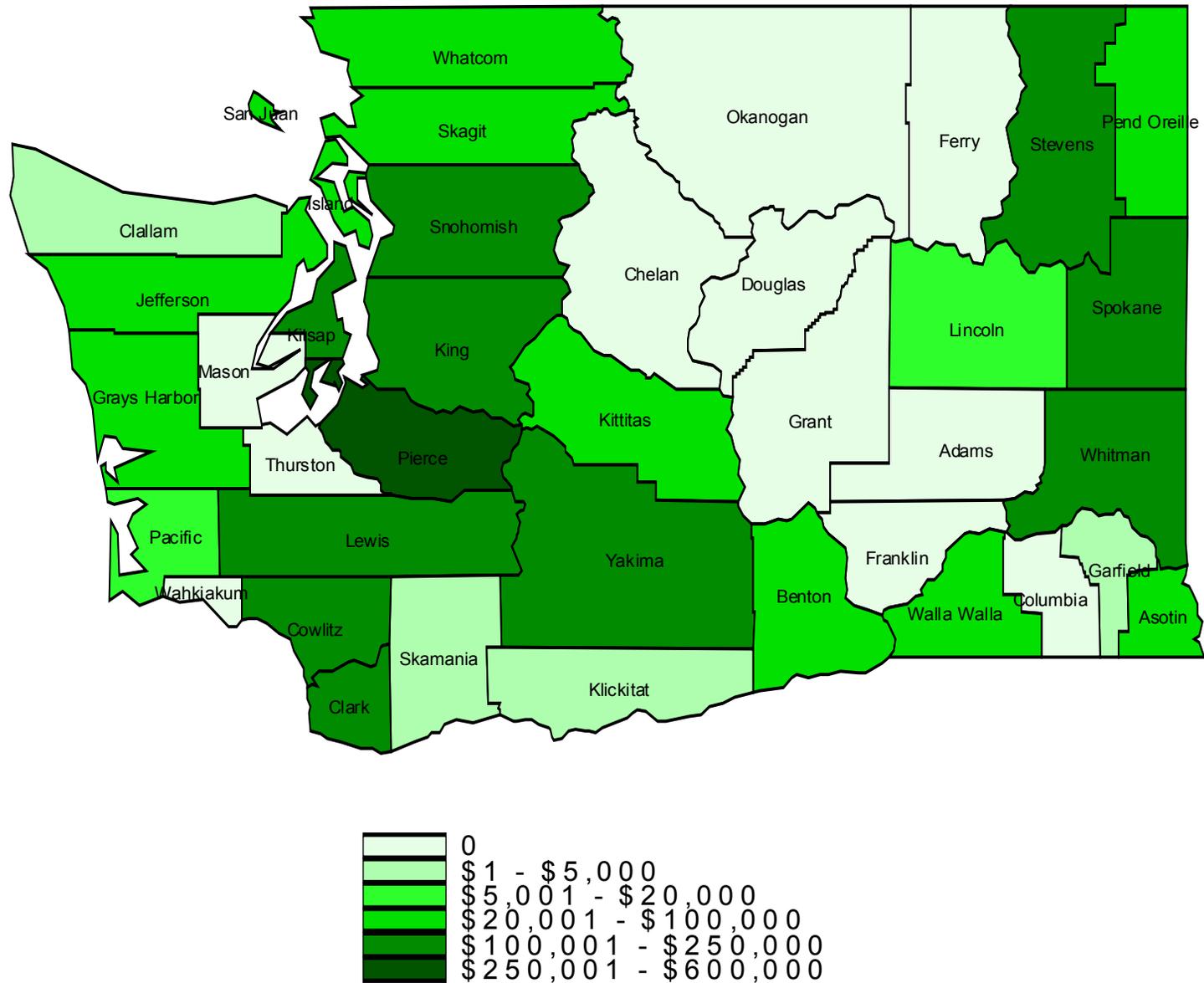
Map 6: Number of Site Visits by Consultants by County, 2001

Data regarding the location of site visits were available for two individuals providing technology consulting and one consultant providing management consulting for small and rural libraries. The map only indicates actual visits to a site by a consultant and does not reflect presentations or consulting performed at conferences, nor does it reflect remote consulting performed via telephone or e-mail. Although this is an abbreviated, incomplete representation of consulting activity, the pattern indicated does reveal that some counties where institutions have received smaller monetary awards (i.e. Asotin, Lincoln, Skagit) do receive direct benefits from consulting services provided through the Washington State Library.

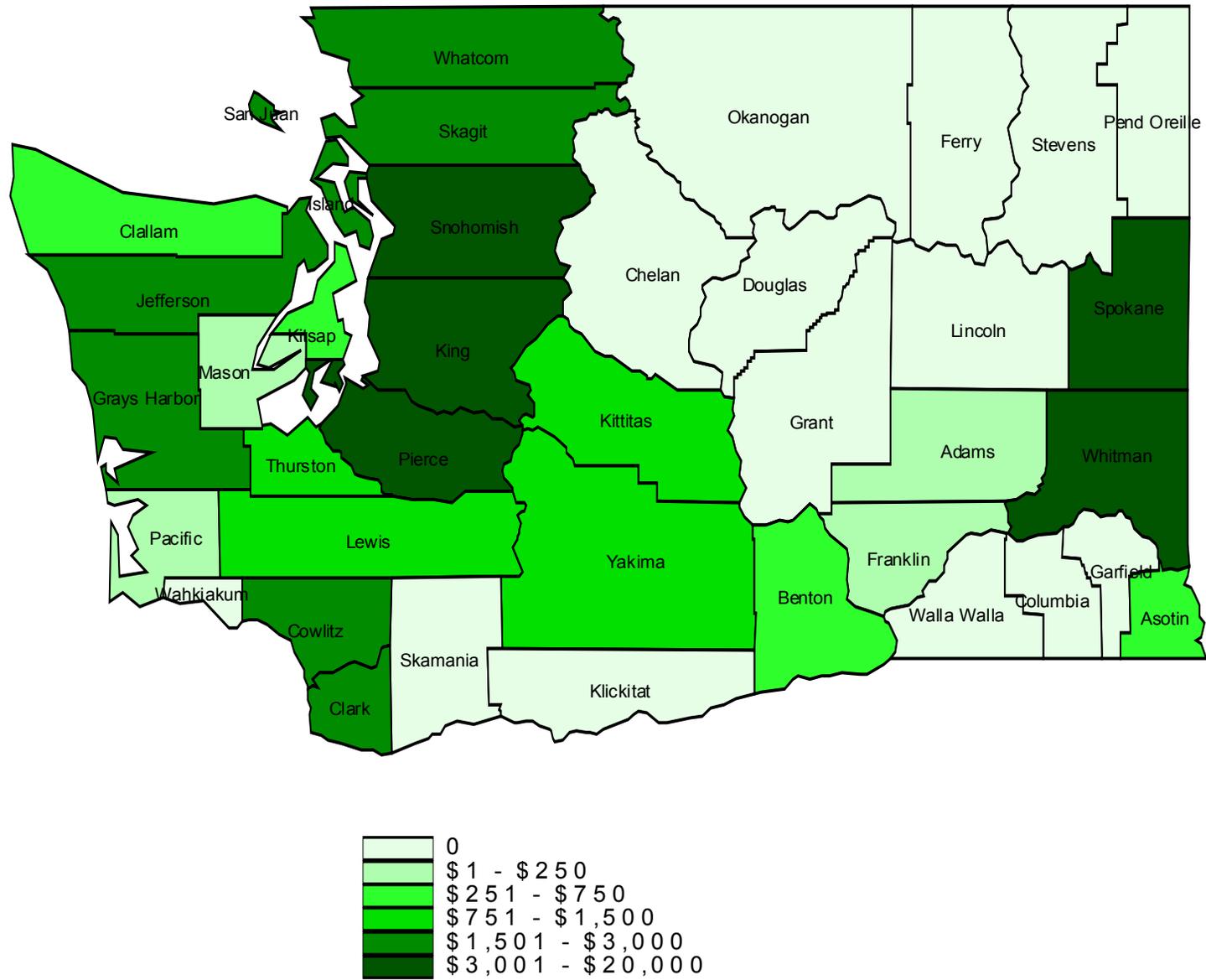
Map 2: Total LSTA Awards Per Capita Service Population by County, 1998-2001



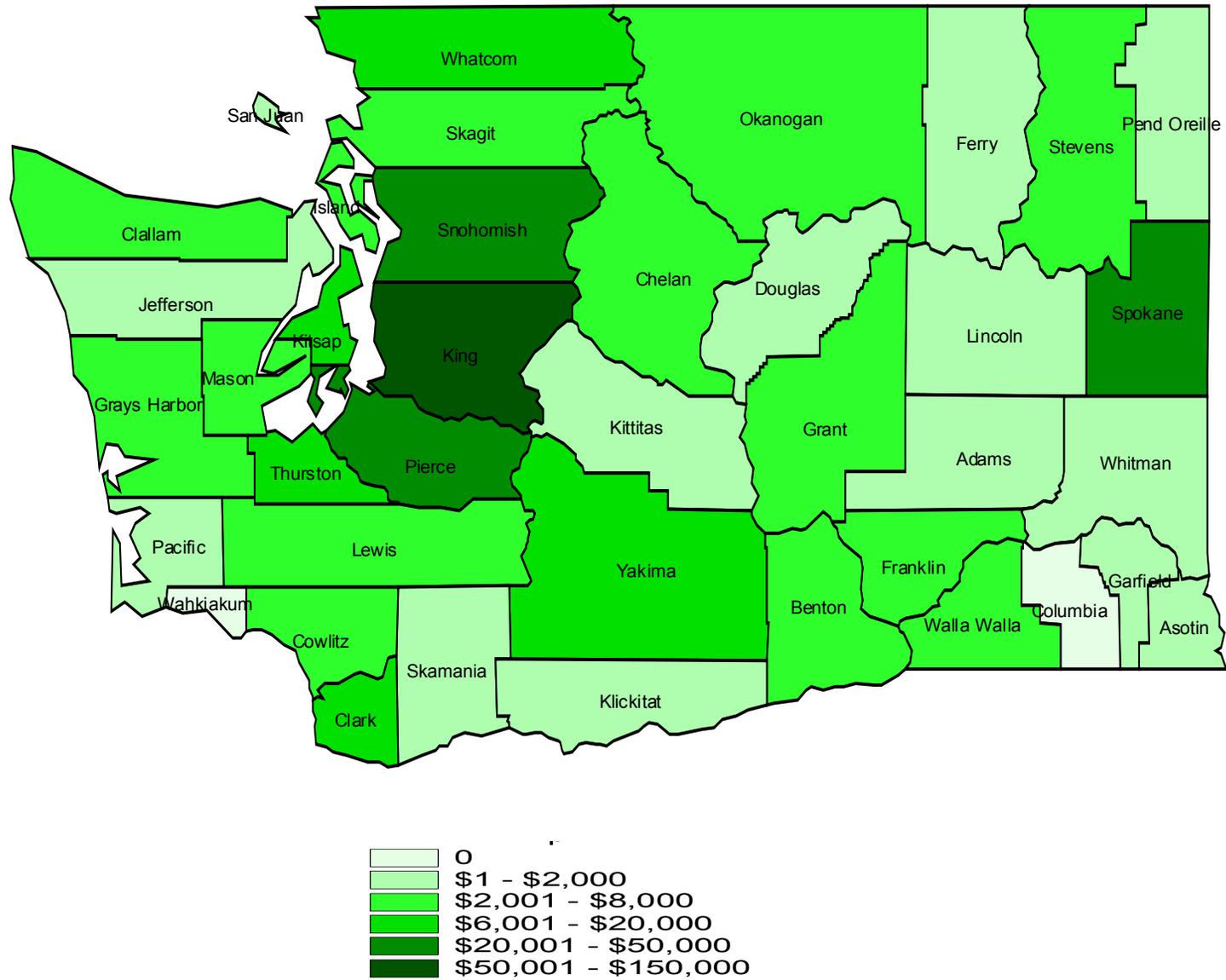
Map 3: Competitive Grant Awards to Local Libraries by County, 1999-2001



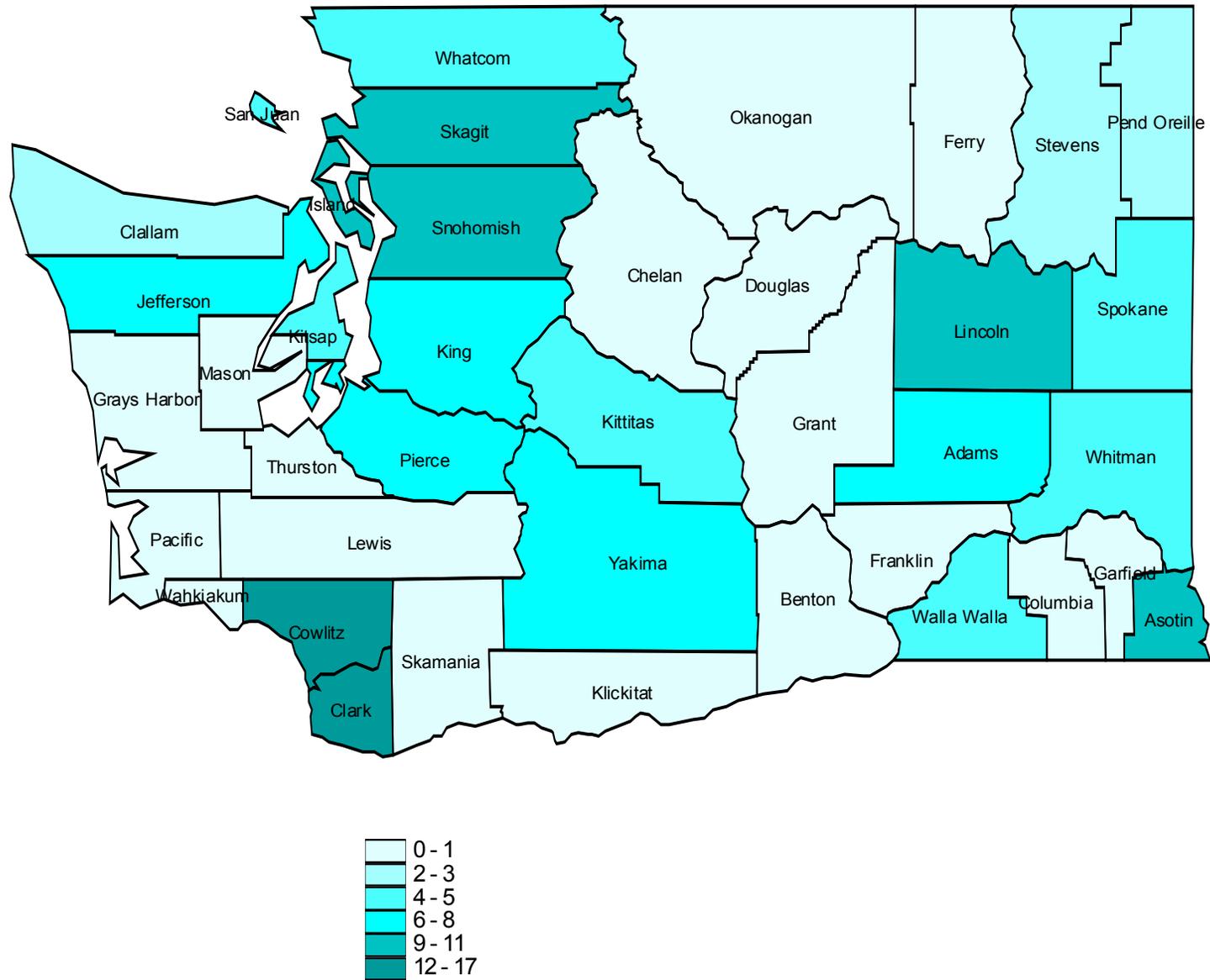
Map 4: Continuing Education Grant Awards to Local Library Staff, 1998-2001



Map 5: Statewide Database Licensing Awards to Participating Libraries, 1999-2001



Map 6: Number of Site Visits by Consultants by County, 2001



Conclusion

This report presents an analysis of the impact of the LSTA program in Washington from 1998-2001. During that time period, the LSTA program has primarily provided benefits to the citizens of Washington through the provision of negotiating and subsidizing consortial purchasing of online database products and providing funds to libraries for improving Internet access. Indirectly, citizens have also benefited through the training and education programs aimed at increasing the skills and expertise of library personnel. LSTA has also supported consulting projects aimed at improving library services to traditionally underserved populations throughout the State.

The funding priorities for the LSTA program have been established through a participatory, inclusive planning process that encourages involvement from all regions of the State and all segments of the library community. Likewise, the implementation of the LSTA has been overseen by the Library Council of Washington, a group whose membership includes representatives from all types of libraries.

Projects such as Statewide Database Licensing and Find-It! Consumer provide access to a wealth of online resources for all Washington citizens. Other projects, such as those funded through Connectivity and Continuing Education, improved access and services in numerous local libraries throughout the state. Still others, such as Early Learning and consulting for small and rural libraries, specifically target improving services and collections for traditionally underserved populations. In summary, LSTA funds have helped the people of Washington cope more effectively with today's information environment.

Appendix A: Grant Projects by Program Goal

The following three tables identify the amount of funds expended on each grant project by program goal. Projects that involve interagency cooperation are identified in the first column. The data from these tables was used to compute fund allocations by program goal in Table 1.

Table A.1: Grant Projects by Program Goal for Fiscal Year 1998

	Goal 1: Diverse Population	Goal 2: Internet Accessibility	Education & Training	Planning & Admin.
Administration				\$40,939
Bibliostat software				\$18,650
Community College Conspectus (Goal 3: Interagency Cooperation)	\$30,000			
Connectivity		\$227,280		
Continuing Education Grants			\$2,026	
Institutional Materials & Equipment	\$249,944			
Special Populations: Underserved	\$146,728		\$12,875	
Statewide Database Licensing (Goal 3: Interagency Cooperation)		\$5,735		
Training			\$25,193	
Washington Talking Book & Braille Library	\$328,000			
Annual Total: \$1,087,370	\$754,672	\$233,015	\$40,094	\$59,589

Source: *LSTA Annual Report FY 1998*

Table A.2: Grant Projects by Program Goal for Fiscal Year 1999

	Goal 1: Diverse Population	Goal 2: Internet Accessibility	Education & Training	Planning & Admin.
Administration				\$110,432
Connectivity				
Phase 4 Off the Shelf		\$55,907		
Phase 5 Tech. Enhancement		\$678,966		
Connectivity 1999: Digital Libraries Program		\$335,471		
Connectivity 1999: Technology Enhancement Program		\$358,129		
Tech Support for Connectivity		\$207,391		
Find-It! Consumer (Goal 3: Interagency Cooperation)		\$100,000		
Continuing Education			\$27,074	
Digital Images (Goal 3: Interagency Cooperation)		\$176,000		
Institutional Materials & Equipment	\$123,940			
IT Literacy		\$75,000		
IT Operations		\$125,000		
Satellite Project			\$250,000	
Special Populations	\$110,573			
Statewide Database Licensing (Goal 3: Interagency Cooperation)		\$351,000		
Training			\$76,525	
Virtual Library		\$75,000		
Washington Talking Book & Braille Library	\$328,000			
Annual Total: \$3,564,408	\$562,513	\$2,537,864	\$353,599	\$110,432

Source: *LSTA Annual Report FY 1999*

Table A.3: Grant Projects by Program Goal for Fiscal Year 2000

	Goal 1: Diverse Population	Goal 2: Internet Accessibility	Education & Training	Planning & Admin.
Administration				\$113,104
Branch Migration	\$8,000			
Continuing Education Grants			\$30,000	
Connectivity				
Connectivity 2000: Connectivity Enhancement		\$151,737		
Connectivity 2000: R& D		\$79,550		
Connectivity 2000 Plus		\$220,000		
Tech Support for Connectivity		\$191,836		
Digital Images (Goal 3: Interagency Cooperation)		\$425,839		
Early Learning (Goal 3: Interagency Cooperation)	\$75,000			
Electronic Reference Workshops (Goal 3: Interagency Cooperation)			\$16,390	
Information Literacy			\$56,000	
IT Literacy		\$225,000		
IT Support		\$117,000		
Institutional Materials & Equipment	\$180,259			
K-12 Summit (Goal 3: Interagency Cooperation)			\$11,050	
Reference Performance Training			\$150,000	
Special Populations	\$241,382			
Statewide Database Licensing (Goal 3: Interagency Cooperation)		\$150,000		
Statewide Plan				\$10,000
Serving Culturally Diverse Populations			\$10,000	
Training			\$70,075	
Washington Talking Book & Braille Library	\$328,000			
Annual Total: \$2,860,222	\$832,641	\$1,560,962	\$343,515	\$123,104

Source: *LSTA Annual Report FY 2000*

Table A.4: Grant Projects by Program Goal for Fiscal Year 2001

	Goal 1: Diverse Population	Goal 2: Internet Accessibility	Education & Training	Planning & Admin.
Administration				\$121,573
Bibliographic Center for Research Membership				\$7,500
Continuing Education Grants			\$40,000	
Technology Support		\$242,272		
Digital Images (Goal 3: Interagency Cooperation)		\$300,000		
Early Learning (Goal 3: Interagency Cooperation)	\$350,000			
Virtual Reference Service (Goal 3: Interagency Cooperation)		\$112,000		
Information Literacy			\$306,000	
IT Literacy		\$150,000		
Small or Rural Summer Technology Institute			\$20,000	
Institutional Materials & Equipment	\$180,000			
K-20 Project (Goal 3: Interagency Cooperation)			\$45,425	
LSTA Five-Year Evaluation				\$25,000
Reference Performance Training			\$63,400	
Special Populations	\$226,397			
Statewide Database Licensing (Goal 3: Interagency Cooperation)		\$342,000		
Statewide Plan				\$15,000
Serving Culturally Diverse Populations			\$70,000	
Training			\$81,855	
Washington Talking Book & Braille Library	\$328,000			
Annual Total: \$3,026,422	\$1,084,397	\$1,146,272	\$626,680	\$169,073

Source: Jeff Martin, *History of LSTA Activity* [Handout]

Appendix B: LSTA Grants by Institution

Data from this table was used to determine how many different types of institutions received awards were awarded to libraries throughout the state to support local projects and meet individual training needs.

The column labeled Competitive Grants reflects the total amount of all Connectivity, Digital Images, or Early Learning grants awarded to the institution.

The column labeled Continuing Education Grants indicates the total amount of all individual training awards made to all staff members in the institution.

The column labeled SDL Subsidy indicates the funds that were expended on behalf of the institution for participating in statewide database licensing. In almost all cases, the amount of expended LSTA funds is equal to the amount of funds contributed by the institution itself to cover the total cost of the license. The smallest libraries in the state were not asked to make a contribution since the cost of their participation in the plan was negligible.

Table B.1: Grant Awards by Institution

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
Antioch	Academic	King			\$624	\$624
Arnold Digital Library (Fred Hutchinson)	Special	King	\$11,941		\$441	\$12,382
Art Institute of Seattle	Academic	King			\$1,853	\$1,853
Asotin County Library	Public	Asotin	\$62,282	\$725	\$808	\$63,815
Bastyr University	Academic	King			\$200	\$200
Bates Tech College	Academic	Pierce			\$2,874	\$2,874
Battelle Seattle Research Center	Special	King			\$200	\$200
Bellevue Community College	Academic	King		\$688	\$4,394	\$5,082
Bellingham Public Library	Public	Whatcom	\$29,739		\$2,511	\$32,250
Bellingham Public Schools	School	Whatcom		\$1,000		\$1,000
Bellingham Technical College	Academic	Whatcom		\$698	\$1,096	\$1,794
Betty M. Anderson Library	Academic	Spokane	\$24,620	\$500		\$25,120
Big Bend Community College	Academic	Grant			\$1,048	\$1,048
Bill & Melinda Gates Foundation	Special	King			\$500	\$500
Brier Ementary	School	Snohomish		\$90		\$90
Burlington	Public	Skagit			\$223	\$223
Camas High School Media Center	School	Clark		\$1,000		\$1,000
Camas Public	Public	Clark		\$500	\$392	\$892
Carpenter Memorial Library	Public	Kittitas	\$23,219	\$187	\$74	\$23,480
Cascade/Olympic Elementary Schools	School	Lewis	\$48,112			\$48,112
Castle Rock Public Library	Public	Cowlitz	\$3,000			\$3,000
Castle Rock School District	School	Cowlitz	\$35,412			\$35,412
Central Kitsap School District Libraries	School	Kitsap	\$75,000			\$75,000
Centralia College	Academic	Lewis		\$1,414	\$1,431	\$2,845

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
Chehalis Tribal Library	Special	Grays Harbor			\$801	\$801
Cherry Valley Elementary	School	King		\$299		\$299
Chewelah Tribal Library	Public	Stevens			\$98	\$98
Children's Hospital	Special	King			\$500	\$500
City University	Academic	King			\$4,951	\$4,951
Clark College - Cannell Library	Academic	Clark		\$1,500	\$4,131	\$5,631
Clover Park Tech College	Academic	Pierce			\$2,778	\$2,778
Columbia Basin College	Academic	Franklin			\$3,017	\$3,017
Columbia School District	School	Stevens	\$30,200			\$30,200
Colville Confederated Tribes	Special	Okanogan			\$5,487	\$5,487
Colville Public Library	Public	Stevens	\$3,000		\$192	\$3,192
Colville School District	School	Stevens	\$67,470			\$67,470
Cornish North	Academic	King			\$200	\$200
Curtis Senior High School	School	Pierce		\$500		\$500
Deer Park Library	Public	Spokane		\$192		\$192
Denny Ashby Memorial Library (Pomeroy)	Public	Garfield	\$3,000		\$59	\$3,059
Eastern Washington	Academic	Spokane		\$716		\$716
Eastern Washington State Historical Society Research Library and Archives	Special	Spokane	\$42,273			\$42,273
Edmonds Community College	Academic	Snohomish			\$2,955	\$2,955
Edmonds Elementary School	School	Snohomish		\$65		\$65
Ellensburg Public Library	Public	Kittitas	\$27,000	\$592	\$558	\$28,150
Empire Health	Special	Spokane			\$554	\$554
Enumclaw Public Library	Public	King	\$3,000		\$430	\$3,430
ESD 101	School	Spokane		\$482		\$482
Everett Alternative Library	School	Snohomish		\$61		\$61
Everett Community College	Academic	Snohomish			\$3,035	\$3,035
Everett Public Library	Public	Snohomish	\$84,858	\$6,670	\$3,449	\$94,976
Federal Way School District	School	King		\$200		\$200
Fort Vancouver Regional Library	Public	Clark Cowlitz Klickitat Skamania	\$211,500		\$13,893	\$225,393
Frost Elementary School	School	King		\$231		\$231
Gallagher Law Library	Academic	King		\$562		\$562
Gonzaga University	Academic	Spokane	\$40,250		\$2,730	\$42,980
Grandview (Bleyhl Community)	Public	Yakima			\$325	\$325
Granite Falls High School	School	Snohomish		\$395		\$395
Grays Harbor College	Academic	Grays Harbor		\$1,867	\$1,156	\$3,023
Green River Community College	Academic	King			\$3,569	\$3,569
Griffin School Library	School	Thurston		\$887		\$887
Group Health Cooperative	Special	King			\$883	\$883
Harrington Public Library	Public	Lincoln	\$3,000			\$3,000
Hawthorne Elementary	School	Snohomish		\$414		\$414
Heminger Health Sciences Lib. Central Washington Hospital	Special	Chelan			\$268	\$268
Henry Cogswell College	Academic	Snohomish			\$200	\$200

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
Herbert Minthorn Memorial Lib. St John's Medical Center	Special	Cowlitz			\$278	\$278
Heritage College	Academic	Yakima			\$702	\$702
Highline Community College	Academic	King		\$1,305	\$3,992	\$5,297
Hillcrest Elementary	School	Island		\$995		
Hoh Tribal Library	Special	Clallam			\$90	\$90
Intercollegiate Center for Nursing	Academic	Spokane		\$440		\$440
Jamestown S'Klallam	Special	Clallam			\$27	\$27
Jefferson County	Public	Jefferson			\$737	\$737
Jefferson General Hospital	Special	Jefferson			\$200	\$200
Kalama Public Library	Public	Cowlitz	\$5,800		\$62	\$5,862
Kalispel Tribal Library	Special	Pend Orielle			\$70	\$70
Kelso Public Library	Public	Cowlitz	\$3,000	\$209	\$490	\$3,699
Kentwood High School	School	King	\$0	\$241		\$241
Kettle Falls Public Library	Public	Stevens	\$5,800		\$64	\$5,864
King County Law Library	Special	King	\$35,250	\$600		\$35,850
King County Library System	Public	King	\$49,337	\$1,245	\$43,050	\$93,632
Kitsap Regional Library	Public	Kitsap	\$15,856		\$9,405	\$25,261
Kittitas Valley Community Hospital	Special	Kittitas			\$200	\$200
La Center School District No. 101 Library System	School	Clark	\$36,260			\$36,260
LaConner Regional Library	Public	Skagit	\$27,496		\$205	\$27,701
Lake Washington Technical College	Academic	King	\$11,444		\$1,774	\$13,218
Liberty School District Library	School	Spokane	\$18,738			\$18,738
Longview Public Library	Public	Cowlitz	\$131,213		\$1,911	\$133,124
Longview School District	School	Cowlitz	\$6,360			\$6,360
Lopez Island Library	Public	Island	\$39,990		\$80	\$40,070
Lower Columbia College	Academic	Cowlitz		\$875	\$1,717	\$2,592
Lower Elwha S'Klallam	Special	Clallam			\$87	\$87
Lynndale Elementary	School	Snohomish		\$124		\$124
Lynnwood Friends	Public	Snohomish		\$500		\$500
Lummi Reservation Library	Special	Whatcom			\$2,468	\$2,468
Madison Elementary School	School	Snohomish		\$155		\$155
Makah Tribal Library	Special	Clallam			\$966	\$966
Mid-Columbia Library District	Public	Adams Benton Franklin	\$2,800	\$38	\$5,805	\$8,986
Monticello Middle School	School	Cowlitz		\$403		\$403
Morton School District	School	Lewis	\$59,000			\$59,000
Mount Vernon City Library	Public	Skagit	\$40,317		\$913	\$41,230
Mount Vernon School District	School	Skagit	\$26,223	\$1,782		\$28,005
Naselle School Library	School	Pacific	\$18,325			\$18,325
Nautilus Library	School	King		\$270		\$270
Neill Public Library	Public	Whitman		\$798		\$798
Newport School District	School	Pend Orielle	\$39,405			\$39,405
Nisqually Tribal Library	Special	Thurston			\$1,346	\$1,346

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
Nooksack Tribal Library	Special	Whatcom			\$544	\$544
North Central Regional	Public	Chelan Douglas Ferry Grant			\$8,368	\$8,368
North Olympic Library System	Public	Clallam		\$722	\$2,722	\$3,444
Northwest College	Academic	King			\$657	\$657
Northwest Hospital	Special	King			\$333	\$333
Northwest Indian College	Academic	Whatcom			\$569	\$569
Oak Harbor Middle School	School	Island		\$555		\$555
Ocean Shores	Public	Grays Harbor			\$130	\$130
Ocosta Junior/Senior High School Library	School	Grays Harbor	\$13,970	\$500		\$14,470
Old Woodbury High School Edmonds School District	School	Snohomish		\$256		\$256
Olympic College	Academic	Kitsap			\$3,163	\$3,163
Olympic View Elementary	School	Island		\$1,049		\$1,049
Orcas Island Library District	Public	San Juan	\$24,475	\$1,932	\$164	\$26,571
Overlake Hospital Medical Center Library	Special	King			\$574	\$574
Pacific Lutheran University	Academic	Pierce	\$49,116		\$2,549	\$51,665
Program for Appropriate Technology in Health (PATH)	Special	King			\$200	\$200
Pend Orielle County Library District	Public	Pend Orielle	\$12,209		\$459	\$12,668
Peninsula College	Academic	Clallam			\$1,018	\$1,018
Pierce College	Academic	Pierce			\$3,547	\$3,547
Pierce County Law Library	Special	Pierce		\$732		\$732
Pierce County Library System	Public	Pierce	\$114,305	\$5,003	\$18,296	\$137,604
Pinecrest Elementary	School	Kitsap		\$697		\$697
Highline Community Hospital	Special	King			\$234	\$234
Port Townsend Public Library	Public	Jefferson	\$41,480	\$1,716	\$342	\$43,538
Providence St. Peter Hospital	Special	Thurston			\$471	\$471
Pullman (Neill)	Public	Whitman			\$1,024	\$1,024
Puyallup Tribal Library	Special	Pierce			\$1,560	\$1,560
Puyallup Public Library	Public	Pierce	\$5,800		\$1,209	\$7,009
Quileute Tribal School Library	Special	Clallam	\$2,800		\$569	\$3,369
Quinault Tribal Library	Special	Grays Harbor			\$1,880	\$1,880
Reardan Memorial Library	Public	Lincoln	\$5,800			\$5,800
Renton	Public	King			\$1,883	\$1,883
Renton Technical College	Academic	King			\$2,161	\$2,161
Richland Public Library	Public	Benton	\$38,619		\$1,499	\$40,118
Ritzville Public Library	Public	Lincoln	\$3,000			\$3,000
River Ridge High School	School	Thurston		\$300		\$300
Roslyn Public Library	Public	Kittitas	\$7,517	\$356	\$38	\$7,911
Rueb Memorial Library (Affiliated Health Services)	Special	Skagit			\$554	\$554
Samaritan Healthcare	Special	Grant			\$200	\$200
Samish Tribal Library	Special	Skagit			\$663	\$663

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
San Juan Island Library	Public	San Juan	\$23,420	\$825	\$242	\$24,487
Sauk-Suiattle Tribal Library	Special	Snohomish			\$195	\$195
Seattle Central Community College	Academic	King		\$415		\$415
Seattle Community College District	Academic	King			\$9,619	\$9,619
Seattle Pacific University	Academic	King			\$2,254	\$2,254
Seattle Public Library	Public	King	\$20,000	\$5,217	\$22,001	\$47,218
Seattle University	Academic	King		\$786	\$4,399	\$5,185
Sedro-Wooley	Public	Skagit			\$314	\$314
Shoalwater Bay	Special	Pacific			\$117	\$117
Shoreline Community College	Academic	King		\$1,423	\$3,688	\$5,111
Silver Firs Elementary School	School	Snohomish		\$127		\$127
Skagit Valley College	Academic	Skagit		\$1,050	\$2,393	\$3,443
Skokomish Tribal Library	Special	Mason			\$482	\$482
Sno-Isle Regional Library	Public	Island Snohomish	\$107,350	\$1,862	\$20,819	\$130,031
Snoqualmie	Special	King			\$702	\$702
South Kitsap School District	School	Kitsap	\$50,000			\$50,000
South Puget Sound CC	Academic	Thurston			\$2,135	\$2,135
Southwest Washington Medical	Special	Clark			\$535	\$535
Spokane Tribal Library	Special	Stevens			\$1,132	\$1,132
Spokane Community College	Academic	Spokane		\$660	\$4,175	\$4,835
Spokane County	Public	Spokane			\$9,075	\$9,075
Spokane County Law Library	Special	Spokane		\$966		\$966
Spokane Falls Community College	Academic	Spokane		\$4,085	\$5,185	\$9,270
Spokane Public Library	Public	Spokane		\$180	\$7,720	\$7,900
Sprague	Public	Lincoln			\$19	\$19
Squaxin Island	Special	Mason			\$151	\$151
St. Joseph Hospital Library	Special	Whatcom			\$279	\$279
St. Joseph Medical Center	Special	Pierce			\$611	\$611
St. Martins College	Academic	Thurston			\$634	\$634
Star Lake Elementary	School	King		\$453		\$453
Stevens County Rural Library District	Public	Stevens	\$32,800		\$1,180	\$33,980
Stevens Healthcare Library	Special	Snohomish			\$273	\$273
Stillaguamish Tribal Library	Special	Snohomish			\$1,170	\$1,170
Suquamish Tribal Library	Special	Kitsap			\$585	\$585
Swedish Medical Center	Special	King			\$1,433	\$1,433
Swinomish Indian Tribal Library	Special	Skagit	\$3,000		\$1,782	\$4,782
Tacoma Community College	Academic	Pierce	\$40,913	\$1,073	\$2,782	\$44,768
Tacoma Public Library	Public	Pierce	\$303,810	\$148	\$7,610	\$311,568
Timberland Regional Library	Public	Grays Harbor Lewis Mason Pacific Thurston		\$179	\$16,213	\$16,392
Tulalip Tribal Library	Special	Snohomish			\$1,950	\$1,950
University of Puget Sound	Academic	Pierce			\$2,170	\$2,170

Institution	Library Type	County	Competitive Grants 1999-2001	Continuing Education Grants 1998-2001	SDL Subsidy 2000-2001	Total
University of Washington	Academic	King		\$3,163		\$3,163
University of Washington, Tacoma	Academic	Pierce		\$593		\$593
Upper Skagit Indian Tribe Lib.	Special	Skagit			\$488	\$488
Virginia Mason Medical Center Medical Library	Special	King			\$600	\$600
Washington Library Friends & Trustees (WLA)	Organization	King		\$130		\$130
Walla Walla Community College	Academic	Walla Walla			\$1,847	\$1,847
Walla Walla College	Academic	Walla Walla			\$1,150	\$1,150
Walla Walla County Library	Public	Walla Walla	\$11,800		\$685	\$12,485
Walla Walla Public Library	Public	Walla Walla			\$1,479	\$1,479
WALNET	Consortium	Walla Walla	\$68,696			\$68,696
Washington School of Professional Psychology	Academic	King			\$200	\$200
Washington State University	Academic	Whitman	\$97,902	\$6,101		\$104,003
Wenatchee Valley College	Academic	Chelan			\$1,582	\$1,582
Whatcom Community College	Academic	Whatcom		\$377	\$1,243	\$1,620
Whatcom County Library	Public	Whatcom	\$44,432		\$3,893	\$48,325
White Pass School District	School	Lewis	\$58,750			\$58,750
Whitman County Library System	Public	Whitman	\$34,119	\$1,460	\$651	\$36,230
Whitworth College	Academic	Spokane			\$1,431	\$1,431
Wishkah Valley School Media Center	School	Grays Harbor	\$49,650			\$49,650
Woodland MS/HS Library	School	Cowlitz		\$150		\$150
Woodside Elementary School	School	Snohomish		\$129		\$129
Yakama Nation Library	Special	Yakima			\$4,926	\$4,926
Yakima Valley Community College	Academic	Yakima		\$1,000	\$2,696	\$3,696
Yakima Valley Memorial Hospital	Special	Yakima			\$256	\$256
Yakima Valley Regional Library	Public	Yakima	\$120,795		\$8,232	\$129,027

Appendix C: LSTA Grant Awards by County

The amounts indicated in the table reflect the sum total of competitive grants, continuing education grants, and SDL subsidies awarded to individual library institutions in each county. In cases where a library system encompasses multiple counties (Fort Vancouver Regional Library, Mid-Columbia Library District, North Central Regional Library, Sno-Isle Regional Library, and Timberland Regional Library), funds were listed in the county of the branch library receiving the benefit of the award. If the benefit of the award was felt across all branch libraries, the funds were proportionately calculated based on the service population in each county.

The first table is ordered alphabetically by county name, while the second table on the following pages lists counties by total award amount in descending order.

Table C.1: Grant Awards by County

County	LSTA Award
Adams	\$225
Asotin	\$63,815
Benton	\$46,996
Chelan	\$4,355
Clallam	\$9,001
Clark	\$258,469
Columbia	\$0
Cowlitz	\$191,820
Douglas	\$1,255
Ferry	\$292
Franklin	\$4,900
Garfield	\$3,059
Grant	\$4,090
Grays Harbor	\$72,552
Island	\$56,388
Jefferson	\$44,475
King	\$266,697
Kitsap	\$154,706
Kittitas	\$59,741
Klickitat	\$4,985

County	LSTA Award
Lewis	\$171,314
Lincoln	\$11,819
Mason	\$2,639
Okanogan	\$6,960
Pacific	\$19,309
Pend Oreille	\$52,143
Pierce	\$567,978
San Juan	\$51,058
Skagit	\$107,403
Skamania	\$5,318
Snohomish	\$222,388
Spokane	\$164,973
Stevens	\$141,936
Thurston	\$14,087
Wahkiakum	\$0
Walla Walla	\$85,657
Whatcom	\$88,848
Whitman	\$142,055
Yakima	\$138,932

Table C.2: Grant Awards by County by Award Amount

County	LSTA Award
Pierce	\$567,978
King	\$266,697
Clark	\$258,469
Snohomish	\$222,388
Cowlitz	\$191,820
Lewis	\$171,314
Spokane	\$164,973
Kitsap	\$154,706
Whitman	\$142,055
Stevens	\$141,936
Yakima	\$138,932
Skagit	\$107,403
Whatcom	\$88,848
Walla Walla	\$85,657
Grays Harbor	\$72,552
Asotin	\$63,815
Kittitas	\$59,741
Island	\$56,388
Pend Oreille	\$52,143
San Juan	\$51,058

County	LSTA Award
Benton	\$46,996
Jefferson	\$44,475
Pacific	\$19,309
Thurston	\$14,087
Lincoln	\$11,819
Clallam	\$9,001
Okanogan	\$6,960
Skamania	\$5,318
Klickitat	\$4,985
Franklin	\$4,900
Chelan	\$4,355
Grant	\$4,090
Garfield	\$3,059
Mason	\$2,639
Douglas	\$1,255
Ferry	\$292
Adams	\$225
Columbia	\$0
Wahkiakum	\$0

Appendix D: SDL Costs Savings by Product and Institution

Table D.1: SDL Cost Savings on ProQuest Products for Public Libraries

Institution	Population	SDL Price	Regular Price	Est. Savings
Roy	360	\$0	\$16,058	\$16,058
Sprague	453	\$19	\$16,073	\$16,055
Harrington	495	\$0	\$16,080	\$16,080
Reardan	495	\$0	\$16,080	\$16,080
Cathlamet	545	\$0	\$16,088	\$16,088
Concrete	770	\$0	\$16,125	\$16,125
Wilbur	895	\$0	\$16,145	\$16,145
Roslyn	936	\$38	\$16,152	\$16,113
Odessa	985	\$0	\$16,160	\$16,160
Kittitas	1,120	\$0	\$16,181	\$16,181
Waitsburg (Weller)	1,210	\$0	\$16,196	\$16,196
Pomeroy	1,445	\$59	\$16,234	\$16,175
Kalama	1,502	\$62	\$16,243	\$16,182
Kettle Falls	1,550	\$64	\$16,251	\$16,188
Davenport	1,764	\$0	\$16,286	\$16,286
Ritzville	1,775	\$0	\$16,288	\$16,288
Cle Elum (Carpenter Memorial)*	1,795	\$74	\$16,440	\$16,366
Lopez Island	1,950	\$80	\$16,316	\$16,236
Castle Rock	2,115	\$0	\$16,343	\$16,343
Chewelah	2,380	\$98	\$16,386	\$16,288
Dayton	2,558	\$0	\$16,414	\$16,414
Ocean Shores	3,180	\$130	\$16,515	\$16,385
Orcas Island	4,000	\$164	\$16,648	\$16,484
Colville	4,690	\$192	\$16,760	\$16,567
Prosser (Moved to Mid-Columbia)	4,840	\$0	\$16,784	\$16,784
LaConner	5,000	\$205	\$16,810	\$16,605
Burlington	5,445	\$223	\$16,882	\$16,659
Milton Memorial (merged with Pierce County)	5,525	\$0	\$16,895	\$16,895
San Juan Island	5,900	\$242	\$16,956	\$16,714
Sedro-Wooley	7,650	\$314	\$17,239	\$16,926
Grandview (Bleyhl Community)	7,930	\$325	\$17,285	\$16,960
Port Townsend	8,330	\$342	\$17,349	\$17,008
Camas	9,550	\$392	\$17,547	\$17,156
Enumclaw	10,484	\$430	\$17,698	\$17,269
Pend Oreille County	11,200	\$459	\$17,814	\$17,355
Kelso	11,950	\$490	\$17,936	\$17,446
Anacortes	13,460	\$0	\$18,181	\$18,181
Ellensburg	13,600	\$558	\$18,203	\$17,646
Whitman County	15,866	\$651	\$18,570	\$17,920
Walla Walla County	16,710	\$685	\$18,707	\$18,022
Jefferson County	17,970	\$737	\$18,911	\$18,174
Asotin County	19,700	\$808	\$19,191	\$18,384
Mount Vernon	22,280	\$913	\$19,609	\$18,696

Institution	Population	SDL Price	Regular Price	Est. Savings
Pullman (Neill)*	24,970	\$1,024	\$19,890	\$18,866
Stevens County Rural Library District	28,780	\$1,180	\$20,662	\$19,482
Puyallup	29,490	\$1,209	\$20,777	\$19,568
Walla Walla Public	36,080	\$1,479	\$21,845	\$20,366
Richland*	36,550	\$1,499	\$22,580	\$21,081
Renton	45,920	\$1,883	\$23,439	\$21,556
Longview	46,620	\$1,911	\$23,552	\$21,641
Bellingham	61,240	\$2,511	\$25,921	\$23,410
North Olympic	66,400	\$2,722	\$26,757	\$24,034
Everett	84,130	\$3,449	\$29,629	\$26,180
Whatcom County	94,960	\$3,893	\$31,384	\$27,490
Mid-Columbia	141,585	\$5,805	\$38,937	\$33,132
Tacoma Public	185,600	\$7,610	\$46,067	\$38,458
Spokane Public	188,300	\$7,720	\$46,505	\$38,784
Yakima Valley Regional	200,770	\$8,232	\$48,525	\$40,293
North Central Regional	204,103	\$8,368	\$49,065	\$40,696
Spokane County*	221,350	\$9,075	\$58,100	\$49,025
Kitsap Regional	229,400	\$9,405	\$53,163	\$43,757
Fort Vancouver Regional	338,859	\$13,893	\$70,895	\$57,002
Timberland Regional	395,429	\$16,213	\$80,059	\$63,847
Pierce County (includes pop 5525 for Milton)	446,241	\$18,296	\$88,291	\$69,995
Sno-Isle County	507,775	\$20,819	\$98,260	\$77,441
Seattle Public	536,600	\$22,001	\$102,929	\$80,929
King County*	1,049,993	\$43,050	\$191,790	\$148,740
Totals		\$221,998	\$1,968,053	\$1,746,055
		Average savings =		\$26,061

*Note: Libraries marked in bold served as the five examples on which the price estimates were calculated.

Table D.2: SDL Cost Savings on ProQuest Products for Academic Libraries

Institution	FTE students	SDL Price	Regular Price	Est. Savings
Community/Technical Colleges				
Washington Online	400	\$312	\$24,700	\$24,388
Peninsula College	1,305	\$1,018	\$27,415	\$26,397
Big Bend CC	1,343	\$1,048	\$27,529	\$26,481
Bellingham Tech College	1,405	\$1,096	\$27,715	\$26,619
Grays Harbor College*	1,482	\$1,156	\$27,880	\$26,724
Whatcom CC	1,593	\$1,243	\$28,279	\$27,036
Centralia College	1,835	\$1,431	\$29,005	\$27,574
Wenatchee Valley College	2,028	\$1,582	\$29,584	\$28,002
Lower Columbia College	2,201	\$1,717	\$30,103	\$28,386
Lake WA Tech College	2,274	\$1,774	\$30,322	\$28,548
Walla Walla CC	2,368	\$1,847	\$30,604	\$28,757
South Puget Sound CC	2,737	\$2,135	\$31,711	\$29,576
Renton Tech College	2,771	\$2,161	\$31,813	\$29,652
Skagit Valley College	3,068	\$2,393	\$32,704	\$30,311
Yakima Valley CC	3,456	\$2,696	\$33,868	\$31,172
Clover Park Tech College	3,561	\$2,778	\$34,183	\$31,405
Tacoma CC	3,567	\$2,782	\$34,201	\$31,419
Bates Tech College	3,685	\$2,874	\$34,555	\$31,681
Edmonds CC	3,789	\$2,955	\$34,867	\$31,912
Columbia Basin College	3,868	\$3,017	\$35,104	\$32,087
Everett CC	3,891	\$3,035	\$35,173	\$32,138
Olympic College	4,055	\$3,163	\$35,665	\$32,502
Pierce College	4,548	\$3,547	\$37,144	\$33,597
Green River CC	4,575	\$3,569	\$37,225	\$33,657
Shoreline CC	4,728	\$3,688	\$37,684	\$33,996
Highline CC	5,118	\$3,992	\$38,854	\$34,862
Clark College*	5,296	\$4,131	\$38,990	\$34,859
Spokane CC	5,353	\$4,175	\$39,559	\$35,384
Bellevue CC	5,633	\$4,394	\$40,399	\$36,005
Spokane Falls CC	6,648	\$5,185	\$43,444	\$38,259
Seattle District	12,332	\$9,619	\$60,496	\$50,877
Total Community Colleges	110,913	\$86,512	\$1,060,775	\$974,263
Private Colleges				
Henry Cogswell College	130	\$200	\$23,890	\$23,690
Northwest Indian College	730	\$569	\$25,690	\$25,121
Antioch	800	\$624	\$25,900	\$25,276
St. Martins College	813	\$634	\$25,939	\$25,305
Northwest College	842	\$657	\$26,026	\$25,369
Heritage College	900	\$702	\$26,200	\$25,498
Walla Walla College	1,474	\$1,150	\$27,922	\$26,772
Whitworth College	1,835	\$1,431	\$29,005	\$27,574
Art Institute of Seattle	2,376	\$1,853	\$30,628	\$28,775
University of Puget Sound	2,782	\$2,170	\$31,846	\$29,676

Institution	FTE students	SDL Price	Regular Price	Est. Savings
Seattle Pacific University	2,890	\$2,254	\$32,170	\$29,916
Pacific Lutheran	3,268	\$2,549	\$33,304	\$30,755
Gonzaga U.-Foley Center	3,500	\$2,730	\$34,000	\$31,270
Seattle University*	5,640	\$4,399	\$41,410	\$37,011
City University	6,348	\$4,951	\$42,544	\$37,593
Bastyr University		\$200	\$23,500	\$23,300
Cornish North		\$200	\$23,500	\$23,300
Washington School of Professional Psychology		\$200	\$23,500	\$23,300
Total Private Colleges	32,668	\$27,474	\$526,974	\$499,500
Grand Total	143,581	\$113,987	\$1,587,749	\$1,473,762

*Note: Libraries marked in bold served as three of the four examples on which the price estimates were calculated.

Table D.3: SDL Cost Savings on ProQuest Products for Tribal Libraries

Tribe	Population	SDL Price	Regular Price	Est. Savings
Jamestown S'Klallam	34	\$27	16,006	\$15,979
Kalispel	90	\$70	16,015	\$15,944
Lower Elwha S'Klallam	112	\$87	16,018	\$15,931
Hoh	116	\$90	16,019	\$15,928
Shoalwater Bay	150	\$117	16,024	\$15,907
Squaxin Island	194	\$151	16,031	\$15,880
Sauk-Suiattle	250	\$195	16,041	\$15,846
Skokomish	618	\$482	16,100	\$15,618
Upper Skagit	625	\$488	16,101	\$15,614
Nooksack	697	\$544	16,113	\$15,569
Quileute	730	\$569	16,118	\$15,549
Suquamish	750	\$585	16,122	\$15,537
Samish	850	\$663	16,138	\$15,475
Snoqualmie	900	\$702	16,146	\$15,444
Chehalis	1,027	\$801	16,166	\$15,365
Makah	1,238	\$966	16,201	\$15,235
Spokane	1,451	\$1,132	16,235	\$15,103
Stillaguamish	1,500	\$1,170	16,243	\$15,073
Nisqually	1,726	\$1,346	16,280	\$14,933
Puyallup	2,000	\$1,560	16,324	\$14,764
Swinomish	2,285	\$1,782	16,370	\$14,588
Quinault	2,410	\$1,880	16,390	\$14,511
Tulalip	2,500	\$1,950	16,405	\$14,455
Lummi	3,164	\$2,468	16,513	\$14,045
Yakama	6,315	\$4,926	17,023	\$12,097
Colville Confederated Tribes	7,034	\$5,487	17,140	\$11,653
Totals	\$38,766	\$30,237	\$422,280	\$392,043

Table D.4: SDL Cost Savings on ProQuest Products for Special Libraries

Institution	SDL Price	Regular Price	Est. Savings
Battelle Seattle Research Center	\$200	\$16,000	\$15,800
Children's Hospital	\$500	\$16,000	\$15,500
Empire Health	\$554	\$16,000	\$15,446
Fred Hutchinson	\$441	\$16,000	\$15,559
Gates Library Foundation	\$500	\$16,000	\$15,500
Group Health Cooperative	\$883	\$16,000	\$15,117
Heminger Health Sciences Library, Central Washington Hospital	\$268	\$16,000	\$15,732
Herbert Minthorn Memorial Library, St. John's Medical Center	\$278	\$16,000	\$15,722
Jefferson General Hospital	\$200	\$16,000	\$15,800
KVCH Community Health Library	\$200	\$16,000	\$15,800
Northwest Hospital	\$333	\$16,000	\$15,667
Overlake Hospital Medical Center Library	\$574	\$16,000	\$15,426
PATH (Program for Appropriate Technology in Health)	\$200	\$16,000	\$15,800
Planetree	\$234	\$16,000	\$15,766
Providence St. Peter Hospital	\$471	\$16,000	\$15,529
Rueb Memorial Library (Affiliated Health Services)	\$554	\$16,000	\$15,446
Samaritan Healthcare	\$200	\$16,000	\$15,800
Southwest Washington Medical	\$535	\$16,000	\$15,465
St. Joseph Hospital Library	\$279	\$16,000	\$15,721
St. Joseph Medical Center Library	\$611	\$16,000	\$15,389
Stevens Healthcare Library	\$273	\$16,000	\$15,727
Swedish Medical Center	\$1,433	\$16,000	\$14,567
Virginia Mason Medical Center Medical Library	\$600	\$16,000	\$15,400
Yakima Valley Memorial Hospital	\$256	\$16,000	\$15,744
Totals	\$10,577	\$384,000	\$373,423

Table D.5: SDL Cost Savings on Gale Group Products for Public Libraries

Institution	Population	SDL Price	Discount	Regular Price	Est. Savings
Burlington	5,525	\$1,200	0.80	\$6,000	\$4,800
San Juan Island	5,930	\$3,178	0.80	\$15,890	\$12,712
Port Townsend	8,345	\$1,800	0.80	\$9,000	\$7,200
Camas	10,300	\$5,500	0.80	\$27,500	\$22,000
Enumclaw	10,550	\$2,500	0.80	\$12,500	\$10,000
Pend Oreille County	11,200	\$2,500	0.80	\$12,500	\$10,000
Jefferson County	18,155	\$2,900	0.80	\$14,500	\$11,600
Mount Vernon	22,540	\$3,000	0.80	\$15,000	\$12,000
Pullman (Neill)	25,070	\$3,500	0.80	\$17,500	\$14,000
Puyallup	29,910	\$6,500	0.80	\$32,500	\$26,000
Longview	34,060	\$6,400	0.80	\$32,000	\$25,600
Walla Walla Public	36,550	\$3,900	0.80	\$19,500	\$15,600
Richland	36,860	\$33,500	0.80	\$167,500	\$134,000
Bellingham	61,980	\$7,500	0.80	\$37,500	\$30,000
North Olympic	66,700	\$6,500	0.80	\$32,500	\$26,000
Everett	84,330	\$15,000	0.80	\$75,000	\$60,000
Whatcom County	95,520	\$9,500	0.80	\$47,500	\$38,000
Mid-Columbia	150,025	\$43,000	0.80	\$215,000	\$172,000
Tacoma Public	186,000	\$67,801	0.80	\$339,005	\$271,204
Spokane Public	188,300	\$61,900	0.80	\$309,500	\$247,600
Yakima Valley Regional	202,510	\$25,500	0.65	\$72,857	\$47,357
North Central Regional	206,119	\$10,000	0.65	\$28,571	\$18,571
Kitsap Regional	229,000	\$59,000	0.65	\$168,571	\$109,571
Fort Vancouver Regional	349,462	\$59,000	0.65	\$168,571	\$109,571
Timberland Regional	397,837	\$76,574	0.65	\$218,783	\$142,209
Pierce County	451,400	\$66,700	0.65	\$190,571	\$123,871
Sno-Isle Regional	525,620	\$140,000	0.65	\$400,000	\$260,000
Seattle Public	539,700	\$142,500	0.65	\$407,143	\$264,643
King County	1,079,923	\$285,000	0.65	\$814,286	\$529,286
Totals	5,069,421	\$1,151,853		\$3,907,249	\$2,755,396

Table D.6: SDL Cost Savings on OCLC Products for Public, Academic, and Special Libraries

Institution	Simultaneous Users	SDL Price	Regular Price	Est. Savings
Public				
Ellensburg Public	0.25	\$925	\$4,000	\$3,075
Everett Public	0.75	\$2,775	\$4,000	\$1,225
Longview	0.25	\$925	\$4,000	\$3,075
Mid-Columbia	0.75	\$2,775	\$4,000	\$1,225
North Olympic Lib. System	0.25	\$925	\$4,000	\$3,075
Pierce County	0.75	\$2,775	\$4,000	\$1,225
Port Townsend PL	0.25	\$925	\$4,000	\$3,075
Richland	0.50	\$1,850	\$4,000	\$2,150
Seattle Public	2.50	\$9,250	\$12,000	\$2,750
Sno-Isle	1.00	\$3,700	\$4,000	\$300
Spokane Public (new in 2001)	0.50	\$1,850	\$4,000	\$2,150
Timberland	0.50	\$1,850	\$4,000	\$2,150
Whatcom County Library (new in 2001)	0.25	\$925	\$4,000	\$3,075
Total Public		\$31,450	\$60,000	\$28,550
Academic				
Bates Community College	0.25	\$963	\$4,000	\$3,038
Big Bend Community College	0.25	\$963	\$4,000	\$3,038
Everett Community College	0.25	\$925	\$4,000	\$3,075
Lower Columbia College	0.25	\$925	\$4,000	\$3,075
Seattle Community Colleges	0.75	\$2,775	\$4,000	\$1,225
Spokane Community College	0.25	\$963	\$4,000	\$3,038
Yakima Valley Community College	0.25	\$963	\$4,000	\$3,038
Total Academic		\$8,475	\$28,000	\$19,525
Special				
Bill & Melinda Gates Foundation (new in 2001)	0.25	\$925	\$4,000	\$3,075
Empire Health	0.25	\$925	\$4,000	\$3,075
Fred Hutchinson	0.25	\$925	\$4,000	\$3,075
Group Health Cooperative	0.25	\$925	\$4,000	\$3,075
Washington State Library	0.25	\$925	\$4,000	\$3,075
Total Special		\$4,625	\$20,000	\$15,375
Grand Total		\$44,550	\$196,000	\$111,525

Appendix E: Internet Access by Institution

Table E.1: Internet Access and Increase in Number of Public Access Terminals for Public Libraries, 1998-2000

Institution (Those receiving LSTA Connectivity grants are in bold)	LSTA Funded	Service Population 2000 ^a	Budget ^a	Public Internet Access 1998 ^b	Public Access Terminals 1999 ^c	Public Access Terminals 2000 ^a	Difference	% Change
Over 250,000								
Fort Vancouver Reg. Lib.	yes	366,845	11,416,440	yes	47	66	19	40.43%
King County Library System	no	1,070,160	53,043,611	yes	746	757	11	1.47%
Pierce County Rural Lib. Dist.	yes	472,400	11,703,779	yes	64	75	11	17.19%
Seattle Public Library	no	540,900	30,663,444	yes	198	186	-12	-6.06%
Sno-Isle Regional Library	yes	565,595	17,033,595	yes	73	246	173	236.99%
Timberland Regional Library	no	402,790	13,616,715	yes	263	173	-90	-34.22%
100,001-250,000								
Kitsap Regional Library	yes	230,200	6,226,874	yes	138	NA	NA	NA
Mid-Columbia Library	yes	149,380	3,288,368	yes	95	110	15	15.79%
North Central Regional Library	no	209,075	5,265,102	yes	0	10	10	
Spokane County Lib. Dist.	no	225,542	5,608,109	no	29	95	66	227.59%
Spokane Public Library	no	189,200	7,070,073	yes	120	128	8	6.67%
Tacoma Public Library	yes	187,200	9,684,555	yes	146	155	9	6.16%
Yakima Valley Reg. Lib.	no	205,725	3,702,338	no	130	105	-25	-19.23%
25,001-100,000								
Bellingham Public Library	yes	64,720	2,575,245	yes	5	29	24	480.00%
Everett Public Library	yes	87,520	3,578,145	no	16	17	1	6.25%
Longview Public Library	yes	48,270	1,751,830	yes	5	5	0	0.00%
Neill (Pullman) Public Library	no	25,150	757,866	no	6	9	3	50.00%
North Olympic Library System	no	66,700	2,501,704	no	55	59	4	7.27%
Puyallup Public Library	yes	30,940	830,814	yes	2	2	0	0.00%
Renton Public Library	no	48,270	1,246,702	yes	1	2	1	100.00%
Richland Public Library	yes	37,190	1,281,814	yes	16	12	-4	-25.00%
Stevens County Rur. Lib. Dist.	yes	29,730	654,422	NA	6	11	5	83.33%
Walla Walla Public Library	yes	28,940	1,009,630	yes	3	3	0	0.00%
Whatcom County Rur. Lib.	yes	98,780	3,556,497	yes	20	25	5	25.00%
5,001-25,000								
Anacortes Public Library	no	14,710	666,881	yes	3	3	0	0.00%
Asotin County Rural Lib. Dist.	yes	20,000	543,264	yes	5	5	0	0.00%
Bleyhl (Grandview) Library	no	8,275	192,242	yes	2	2	0	0.00%
Burlington Public Library	no	5,705	245,438	yes	1	1	0	0.00%
Camas Public Library	no	11,350	690,658	yes	2	7	5	250.00%
Ellensburg Public Library	no	14,340	464,832	yes	9	9	0	0.00%
Enumclaw Public Library	no	10,760	458,470	yes	2	2	0	0.00%
Jefferson County Rural Library	no	18,350	897,243	yes	4	4	0	0.00%
Kelso Public Library	no	11,940	247,770	yes	2	2	0	0.00%
Milton	no		198,210	yes	1	NA	NA	
Mount Vernon City Library	yes	23,020	809,610	yes	5	5	0	0.00%
Pend Oreille County Library	yes	11,200	435,726	yes	9	10	1	11.11%
Port Townsend Public Library	no	8,450	488,098	yes	9	9	0	0.00%

Institution (Those receiving LSTA Connectivity grants are in bold)	LSTA Funded	Service Population 2000^a	Budget^a	Public Internet Access 1998^b	Public Access Terminals 1999^c	Public Access Terminals 2000^a	Difference	% Change
Prosser Public Library	no	5,035	184,183	no	2	NA	NA	
San Juan Island Lib. Dist.	yes	6,030	630,768	yes	9	9	0	0.00%
Sedro-Woolley Public Library	no	8,130	167,990	no	1	1	0	0.00%
Walla Walla County Library	no	16,635	522,692	yes	4	6	2	50.00%
Whitman County Library	yes	15,784	428,435	yes	18	22	4	22.22%
Under 5,000								
Carpenter Memorial (Cle Elum)	yes	1,770	43,663	yes	2	2	0	0.00%
Castle Rock Public Library	no	2,085	20,410	yes	1	1	0	0.00%
Cathlamet City Library	no	550	19,285	yes	1	1	0	0.00%
Chewelah Public Library	no	2,460	78,302	yes	1	4	3	300.00%
Colville Public Library	no	4,770	195,397	no	1	1	0	0.00%
Concrete Public Library	no	780	9,492	yes	1	1	0	0.00%
Davenport Public Library	no	1,780	33,405	no	1	1	0	0.00%
Dayton Memorial Library	no	2,495	52,413	no	2	2	0	0.00%
Denny Ashby Memorial (Pomeroy)	no	1,425	26,402	no	1	1	0	0.00%
Harrington Public Library	no	431	7,592	no	1	1	0	0.00%
Hesseltine (Wilbur) Pub. Lib.	no	895	12,207	yes	1	1	0	0.00%
Kalama Public Library	yes	1,685	22,378	yes	1	1	0	0.00%
Kettle Falls Public Library	yes	1,540	20,903	yes	2	2	0	0.00%
Kittitas Public Library	no	1,440	12,028	yes	1	1	0	0.00%
LaConner Regional Library	yes	5,000	102,000	yes	5	6	1	20.00%
Lopez Island Library	yes	1,975	265,988	yes	1	1	0	0.00%
Ocean Shores Public Library	no	3,270	187,399	yes	1	1	0	0.00%
Odessa Public Library	no	987	9,429	yes	1	1	0	0.00%
Orcas Island Library District	yes	4,025	340,976	yes	4	4	0	0.00%
Reardan Memorial Library	yes	601	7,306	yes	3	3	0	0.00%
Ritzvile Public Library	no	1,730	75,875	yes	1	1	0	0.00%
Roslyn Public Library	yes	936	15,500	yes	1	2	1	100.00%
Roy City Library	no	370	18,764	no	1	1	0	0.00%
Sprague Public Library	no	458	3,017	no	1	1	0	0.00%
Weller (Waitsburg) Pub. Lib.	no	1,195	11,512	no	1	1	0	0.00%

NA = not available. The data was not available or appeared flawed. The institution was dropped from the analysis.

Sources: ^aWashington Public Library Statistics - 2000 (preliminary draft of report); ^bWashington Public Library Statistics - 1998 (Available online <http://www.statelib.wa.gov/libraries/plstats98/table13.pdf>); ^cWashington Public Library Statistics - 1999 (Available online <http://www.statelib.wa.gov/libraries/stats99/updated99stats.htm>)

Appendix F: Connectivity Grants

Table F.1: Connectivity Grant Awards – Off the Shelf 1999

Institution (Grant #)	Award *	Institution Type	Interagency Cooperation	Service Population
Fort Vancouver Regional (Battle Ground Community) (99-OTS-010)	\$2,800.00	Public	No	31,517
Fort Vancouver Regional (North Bonneville Community) (99-OTS-008)	\$2,800.00	Public	No	539
Fort Vancouver Regional (Vancouver Community) (99-OTS-011)	\$22,400.00	Public	No	166,694
Fort Vancouver Regional (Vancouver Mall Community) (99-OTS-009)	\$5,600.00	Public	No	68,051
Kalama Public Library (99-OTS-012)	\$2,800.00	Public	No	4,650
Kettle Falls Public Library (99-OTS-003)	\$2,800.00	Public	No	6,000
Mid-Columbia Library District (Benton City) (99-OTS-014)	\$2,800.00	Public	No	5,000
Puyallup Public Library (99-OTS-002)	\$2,800.00	Public	No	30,000
Quileute Tribal School Library (99-OTS-007)	\$2,800.00	Special	No	500
Reardan Memorial Library (99-OTS-004)	\$2,800.00	Public	No	1,000
Sno-Isle Regional Library (Granite Falls) (99-OTS-001)	\$2,800.00	Public	No	8,800
Walla Walla County Library (Touchet) (99-OTS-006)	\$2,800.00	Public	No	1,000
Total =	\$56,000.00			

*Note: Award amounts are approximate. “The Washington State Library ordered the materials/hardware as a unit and has not separated costs for each library... Total costs for computer equipment purchases was \$55,907.74.”

Source: email messages from Jeff Martin 7/6/01, 7/9/01

Table F.2: Connectivity Grant Awards – Technology Enhancement 1999

Institution (Grant #)	Award	Institution Type	Interagency Cooperation	Service Population
Asotin County Library (99-TEF-040)	\$62,282	Public	No	19,400
Carpenter Memorial Library (Cle Elum) (99-TEF-023)	\$5,753	Public	No	4,500
Columbia Elementary and High School (Columbia School District) (99-TEF-047)	\$30,200	School	No	250
Colville School District (99-TEF-054)	\$67,470	School	No	2,395
Eastern Washington State Historical Society Research Library and Archives (99-TEF-050)	\$42,273	Special	No	900,000
Fort Vancouver Regional Library (Vancouver Community Branch) (99-TEF-028)	\$98,500	Public	Yes	360,460
La Center School District No. 101 Library System (99-TEF-051)	\$36,260	School	No	1,500
Longview Public Library (99-TEF-007)	\$99,813	Public	Yes	46,300
Morton School District Library Services (99-TEF-030)	\$37,000	School	No	800
Mount Vernon City Library (99-TEF-022)	\$37,317	Public	No	95,500
Newport School District (99-TEF-020)	\$39,405	School	Yes	11,100
San Juan Island Library (99-TEF-013)	\$20,420	Public	Yes	2,413
Sno-Isle Regional Library System (99-TEF-004)	\$19,873	Public	No	542,000
Stevens County Rural Library District (Lakeside Community Branch) (99-TEF-032)	\$6,000	p	Yes	4,000
White Pass School District (99-TEF-006)	\$58,750	s	No	4,914
Wishkah Valley School Media Center (99-TEF-062)	\$17,650	s	No	1,000
Total =	\$678,966			

Table F.3: Connectivity Grant Awards – Digital Libraries 1999

Institution (Grant #)	Award	Institution Type	Interagency Cooperation	Service Population
Digital Libraries Program				
Betty M. Anderson Library (WSU) (99-DG-001)	\$24,620	Academic	No	500
Central Kitsap School District Libraries (99-DG-008)	\$75,000	School	No	14,700
Everett Public Library (99-DG-006)	\$15,323.95	Public	No	86,730
Ocosta Junior/Senior High School Library (99-DG-012)	\$13,970	School	No	408
Orcas Island Library District (99-DG-002)	\$21,475	Public	No	4,500
Sno-Isle Regional Library (Edmonds) (99-DG-010)	\$15,076	Public	No	1,100
Tacoma Public Library (99-DG-014)	\$35,810	Public	No	5,500
Tacoma Public Library (99-DG-013)	\$65,500	Public	No	186,000
WALNET (99-DG-009)	\$68,696	Consortium	Yes	54,600
Total =	\$335,471			

Technology Enhancement Libraries Program				
Bellingham Public Library (99-TG-004)	\$29,738.82	Public	No	157,500
Cascade/Olympic Elementary Schools (Chehalis School District) (99-TG-014)	\$48,111.92	School	No	875
King County Law Library (99-TG-001)	\$35,250	Special	No	1,500,000
LaConner Regional Library (99-TG-013)	\$27,496	Public	Yes	5,000
Liberty School District Library (99-TG-005)	\$18,738	School	No	750
Naselle School Library (99-TG-015)	\$18,325	School	Yes	1,500
Pierce County Library System (99-TG-002)	\$41,655	Public	No	5,575
Roslyn Public Library (99-TG-008)	\$4,517	Public	No	1,500
Sno-Isle Regional Library (99-TG-011)	\$47,133	Public	No	555,570
South Kitsap School District System (99-TG-003)	\$50,000	School	No	12,710
Whatcom County Library System (99-TG-012)	\$6,045	Public	No	95,520
Whitman County Library System (99-TG-010)	\$31,119	Public	Yes	15,981
Total =	\$358,129			

Table F.4: Connectivity Grant Awards – Connectivity 2000

Institution (Grant #)	Award	Institution Type	Interagency Cooperation	Service Population
Research & Development				
Everett Public Library (00-RD-001)	\$34,432	Public	No	86,734
Pierce County Library System (00-RD-004)	\$22,650	Public	No	1,400
Sno-Isle Regional Library (00-RD-003)	\$3,112	Public	No	300
Sno-Isle Regional Library (Lynnwood, Edmonds, Snohomish, Marysville, Oak Harbor) (00-RD-002)	\$19,356	Public	No	555,570
Total =	\$79,550			

Connectivity				
Kitsap Regional Library (00-EN-006)	\$9,856	Public	No	230,000
Mount Vernon School District (00-EN-003)	\$26,223	School	No	5,630
Pend Orielle County Library District (00-EN-001)	\$12,209	Public	No	11,200
Richland Public Library (00-EN-002)	\$24,236	Public	No	35,990
Stevens County Rural Library District (Columbia River) (00-EN-007)	\$6,300	Public	No	5,000
Tacoma Community College Library (00-EN-004)	\$40,913	Academic	No	6,000
Wishkah Valley Media Center (00-EN-008)	\$32,000	School	No	750
Total =	\$151,737			

Appendix G: Number of Applications and Awards for Competitive Grants

Table G.1: Applications and Awards for Connectivity Phase 4 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Public	13	11	85%	92%
Special/Tribal	1	1	100%	8%
Total	14	12	86%	100%

Table G.2: Applications and Awards for Connectivity Phase 5 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	6	0	0%	0%
Consortia	2	0	0%	0%
Public	20	8	40%	50%
School	34	7	21%	44%
Special/Tribal	3	1	33%	6%
Total	65	16	25%	100%

Table G.3: Applications and Awards for Connectivity Phase 6 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	2	1	50%	5%
Consortia	1	1	100%	5%
Public	13	12	92%	57%
School	13	6	46%	28%
Special/Tribal	4	1	25%	5%
Total	33	21	64%	100%

Table G.4: Applications and Awards for Connectivity 2000 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	1	1	100%	9%
Consortia	0	0	0%	0%
Public	9	8	89%	73%
School	2	2	100%	18%
Special/Tribal	0	0	0%	0%
Total	12	11	92%	100%

Table G.5: Applications and Awards for Connectivity 2000 Plus Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	5	1	20%	11%
Consortia	0	0	0%	0%
Public	16	4	25%	45%
School	25	3	12%	33%
Special/Tribal	3	1	33%	11%
Total	49	9	18%	100%

Table G.6: Applications and Awards for Digital Images 2000 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	2	2	100%	33%
Consortia	0	0	0%	0%
Public	4	4	100%	67%
School	1	0	0%	0%
Special/Tribal	0	0	0%	0%
Total	7	6	86%	100%

Table G.7: Applications and Awards for Digital Images 2001 Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	4	2	50%	22%
Consortia	0	0	0%	0%
Public	7	7	100%	78%
School	0	0	0%	0%
Special/Tribal	0	0	0%	0%
Total	11	9	82%	100%

Table G.8: Applications and Awards for Early Learning Demonstration Project Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Academic	0	0	0%	0%
Consortia	0	0	0%	0%
Public	9	5	56%	100%
School	2	0	0%	0%
Special/Tribal	2	0	0%	0%
Total	13	5	39%	100%

Table G.9: Applications and Awards for Core Early Learning Collection Grants

Library Type	Applications	Awards	Percent of Apps. being Awarded	Percent of Total Awards
Public	31	30	97%	97%
School	2	0	0%	0%
Special/Tribal	1	1	100%	3%
Total	34	31	91%	100%