

## 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.