



**WASHINGTON STATE
LIBRARY SERVICES AND
TECHNOLOGY ACT (LSTA)
5-YEAR PLAN**

REVISED OCTOBER 1997

Washington State
Library Services and Technology Act (LSTA)
5-Year Plan

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I. *VISION*

The people of Washington will have:

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

VALUES

These commonly-held principles form the basis for shared action to achieve the vision of this Plan.

- A. Intellectual freedom.
- B. Lifelong and independent learning.
- C. Equitable and universal access to information and service by all customers.
- D. Sharing of resources among libraries.
- E. Services based on the needs of the customer and the community.
- F. Cooperation among libraries and with other organizations.
- G. Stewardship of public funds.
- H. Basic literacy and information literacy as critical life skills in an electronic world.
- I. Reading for education and enlightenment and enjoyment.
- J. Informed citizens as the foundation of a democratic society.
- K. Respect for diversity in communities.

INTRODUCTION:

This Plan is a requirement under the 1996 Library Services and Technology Act (LSTA). 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 represents a significant departure from traditional federal library programs, in that it concentrates on access to information to **individuals** through all types of libraries, and emphasizes the use of information technology to improve that access.

II. ASSESSMENT OF NEEDS: (Sec 213(6))

The assessment of needs for Washington libraries began with the Washington State Governor's Conference on Library and Information Services in February 1991. At this conference over 100 delegates from around the state forged 12 recommendations to address the most critical issues facing libraries in the nineties. A Statewide Action Committee on Libraries and Information Services investigated in depth the twelve Governor's Conference recommendations and developed strategies for implementing the recommendations. These initiatives form the basis for a Statewide Plan for Washington Libraries, a joint project of State Library staff, the Washington State Advisory Council on Libraries (WSACL) and the Washington State Library Commission.

Early in 1997, a group of Library Commission and Advisory Council members decided that the process for gathering input for the Statewide Plan for Washington Libraries should be broadened, that a professional facilitator should be hired, and that regional forums should be used to gather ideas from key stakeholders around the state. The Advisory Council refined the timeline for the development of the Statewide Plan to include the use of a facilitator and the addition of regional forums.

Liz Magoon (Liz Magoon and Associates), the facilitator hired for this project, conducted regional forums during April and early May 1997 in seven Washington cities (Bellingham, Seattle, Olympia, Vancouver, Spokane, Yakima, Walla Walla) with library staff, community leaders, government officials and other key individuals. A goal of this process was to ensure that the Washington State Library Commission and the Washington State Advisory Council on Libraries work together in a shared leadership role with the State Library staff.

Magoon worked with WSL staff to refine a process for developing a statewide, long-range development plan for libraries by using input from the regional forums. At the conclusion of the forums, the facilitator conducted a video conference in order to capture comments and to achieve consensus on differing points of view from "key stakeholders" and other participants.

As a final step, comments from the forums were refined and developed as a draft for the Statewide Plan for Libraries. This work formed the basis for the Library Services and Technology Act (LSTA) Plan.

The library needs of the people of Washington which emerged from the statewide forums, and which were most often stated, are:

- 1) Improved access to ideas and information:
 - In a variety of formats, with efforts to balance print and electronic resources
 - Through cooperative sharing of resources
 - Through both a physical library, and a “virtual” library that is electronically connected to the universe of information and knowledge
- 2) Greater equity of access to information regardless of culture, language, literacy level, age, ability, economics, and geography
- 3) Increased opportunities and greater ability to seek, analyze, evaluate, and use information they need
- 4) Customer-centered library services, facilities, programs, and materials that are responsive to community needs

The goals stated in the LSTA Plan for the State of Washington relate directly to these expressed needs, and in turn, these goals relate to the purposes of the LSTA:

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.

- 1) Targeting library and information services to:
 - People of diverse geographic, cultural and socioeconomic backgrounds individuals with disabilities
 - People with limited functional literacy or information skills
 - Persons having difficulty using a library; and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line....

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

- 1) a) Establishing or enhancing electronic linkages among or between libraries
- b) Electronically linking libraries with educational, social, or information services
- c) Assisting libraries in accessing information through electronic networks
- d) Assisting libraries in acquiring or sharing computer systems and telecommunications technologies

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

- 1) a) Establishing or enhancing electronic linkages among or between libraries
- b) Encouraging libraries in different areas, and encouraging different types of libraries, to establish consortia and share resources
- c) Assisting libraries in acquiring or sharing computer systems and telecommunications technologies

SETTING PRIORITIES (Sec 224):

During the meeting of the Washington State Advisory Council on Libraries (WSACL) in May 1997, a facilitator worked with WSL staff and WSACL members to develop priorities for the activities identified during the statewide forums conducted earlier. These priorities appear as objectives in the LSTA Plan Goals which follow. As part of a regular review of the LSTA program activities and priorities will be evaluated and continued or revised, as appropriate.

III. GOALS (Sec 224)

A definition which applies to the LSTA Plan:

The term “coordinated program” refers to special projects that are of statewide benefit and beyond the scope of individual libraries

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

Related LSTA Goals/Purposes: (Sec. 231(a): Grants to States)

- (1) Targeting library and information services to:
- a) People of diverse geographic, cultural and socioeconomic backgrounds
 - b) Individuals with disabilities
 - c) People with limited functional literacy or information skills
 - d) Persons having difficulty using a library; and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line...

Objective 1: Increase the capacity of libraries to develop services which are responsive to and reflective of the diversity in their individual communities.

Action Plan

Provide coordinated programs and grants to:

- a) Assist libraries in assessing customer needs and measuring customer satisfaction.
- b) Assist local public libraries to address the particular needs of their communities.
- c) 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.
- d) 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.
- e) Provide projects that will reduce the barriers that prevent children, youth and elders from access to library services.
- f) Provide projects that will improve services to people with varying abilities, cultures, ethnic backgrounds, language, economic situations, or geographic location.

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

Action Plan

Through a state-administered program provide:

- a) Support for library services that directly or indirectly benefit residents of state institutions.
- b) Support for library services to individuals with disabilities.

Provide coordinated programs and grants to:

- c) Improve library programs that support literacy and English as a Second Language.
- d) Improve library programs that address the needs of persons with disabilities.
- e) Improve library programs that address the needs of persons whose primary language is other than English.

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

Action Plan

Through a coordinated program, offer workshops to:

- a) Enable library staff to train customers in information retrieval skills.
- b) 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:

- c) Assist libraries to acquire and use on-site distance learning technology for library staff and customers.

Provide coordinated programs and grants to:

- d) Develop and support information literacy programs using methodologies that are tailored to diverse populations.
- e) Develop an integrated program of information literacy that involves all types of libraries.
- f) Coordinate existing programs and services, and the development of new programs and services, among libraries and between local libraries and local agencies that provide information literacy.

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

Action Plan

Through a state-administered program provide:

- a) Consulting and training to staff of small or rural libraries.
- b) Support for start-up costs for new library districts, consolidation of existing units into larger units of service, and the expansion of existing districts.
- c) Support for libraries to participate in coalitions and collaborative efforts with other agencies that share similar missions, for the purpose of improving library service.

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

Action Plan

Through coordinated programs provide:

- a) Consulting, facilitation, informational forums.
- b) Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century.

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

Related LSTA Goals/Purposes: (Sec. 231(a): Grants to States)

- (2)
- a) Establishing or enhancing electronic linkages among or between libraries
 - b) Electronically linking libraries with educational, social, or information services
 - c) Assisting libraries in accessing information through electronic networks
 - d) Assisting libraries in acquiring or sharing computer systems and telecommunications technologies

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

Action Plan

Provide coordinated programs and grants to:

- a) Extend affordable connectivity to all eligible library sites.
- b) Make use of existing state, regional, and local electronic infrastructure, such as the K-20 network.
- c) Increase the ability of local libraries to provide their clients with electronic access to information, especially projects which address the interconnection of electronic systems.
- d) Assist libraries to plan and implement electronic information networks.

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

Action Plan

Provide coordinated programs and grants to:

- a) Enable consulting and technical assistance on technology planning.
- b) Promote standards-based solutions and continued development and re-assessment of standards.
- c) Promote opportunities for “research and development.”
- d) Increase the ability of local libraries to provide their clients with electronic access to information, including projects which address the interconnection of electronic systems.
- e) Assist libraries to plan and implement electronic information networks.

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

Action Plan

Provide coordinated programs and offer workshops to support:

- a) Telecommunications planning and negotiating for telecommunications services.
- b) Negotiation of favorable telecommunication discount rates for libraries.
- c) Negotiation with regional and local vendors for telecommunication services and favorable discount rates.

Objective 4: Increase the availability of licensed databases.

Action Plan

Provide coordinated programs and grants to:

- a) Facilitate coordination of needs assessment among libraries.
- b) Initiate support for securing favorable rates for cooperative licensing of commercial products.
- c) Increase libraries' ability to provide their clients with electronic access to information and document delivery.
- d) Assist libraries to plan and implement electronic information networks.

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

Action Plan

Provide coordinated programs and grants to support:

- a) Consulting and technical assistance in electronic access for libraries.
- b) Sharing of existing knowledge in the state.
- c) 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.

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.

Action Plan

Provide coordinated programs and grants to:

- a) Assist libraries to acquire and use on-site distance learning technology for library staff and customers.
- b) 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.
- c) Provide an information center or clearinghouse on the uses of library information technology within Washington State.
- d) Provide training opportunities in library technology and the electronic delivery of services.
- e) Provide opportunities to share existing knowledge within the state.

Objective 7: Increase opportunities for policy makers, stakeholders and libraries to understand the importance of electronic resources in the effective delivery of library services.

Action Plan

Through coordinated programs provide:

- a) Consulting, facilitation, informational forums.
- b) Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century.

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

Related LSTA Goals/Purposes: (Sec. 231(a): Grants to States)

(3)

- a) Establishing or enhancing electronic linkages among or between libraries
- b) Encouraging libraries in different areas, and encouraging different types of libraries, to establish consortia and share resources
- c) Assisting libraries in acquiring or sharing computer systems and telecommunications technologies

Objective 1: Increase the number of libraries which use coalitions to develop new services, coordinate existing services, and share resources.

Action Plan

Provide coordinated programs and grants to support:

- a) Identifying and pursuing strategies that leverage buying power.
- b) Assisting libraries to form coalitions and collaborative efforts with other entities.
- c) Coordinating and facilitating collaborative development efforts with appropriate public agencies and private businesses, in order to advance the state of information technology for Washington's library community.

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

Action Plan

Provide coordinated programs and grants to support:

- a) Projects which increase the ability of local libraries to provide their clients with electronic access to information, including projects which address the interconnection of electronic systems.
- b) Projects providing for the addition of unique local resources that are electronically accessible.

Objective 3: Increase the points of access to government information

Action Plan:

Provide coordinated programs and grants to support:

- a) Training opportunities in retrieval of government information
- b) Consistent production of government information
- c) Access to local government information using the state Government Information Locator Service (GILS) standards
- d) Assistance to libraries to plan and implement electronic information networks
- e) The ability of local libraries to provide their clients with electronic access to information, including projects which address the interconnection of electronic systems

Objective 4: Increase opportunities for policy makers, stakeholders, and libraries to understand the importance of **equity** and **ease** of access to information.

Action Plan:

Through coordinated programs provide:

- a) Consulting, facilitation, informational forums
- b) Opportunities to educate policy makers, stakeholders, and library staff on the importance of this goal in providing effective library services in the 21st century

Description of procedures that Washington State Library will use to carry out the activities (Sec 224):

The Washington State Advisory Council on Libraries will continue to advise the Washington State Library Commission on policies, procedures, and methods for evaluating the LSTA program at Washington State Library (WSL). The Advisory Council will play a significant role in assessing the effectiveness of the LSTA program, and will assure that regular communication occurs between the Council and the library community. The Advisory Council will also assist WSL staff in recommending the strategies for using federal funds to accomplish the goals set forth in the LSTA Plan, and the most appropriate allocation of those funds. Based on identified needs, the Council and staff will review and evaluate progress each year, and recommend library development activities for the following year, considering the strategies most appropriate for the Washington library community.

As the governing body for the State Library, the Washington State Library Commission (WSLC) will be directly involved in the implementation of the LSTA Plan. In its role as governing body, it will review recommendations from the Advisory Council, and then make final determinations on the allocation of federal funds, and priorities and strategies for implementing the LSTA Plan.

In its customer-centered environment, the State Library will also use formal and informal customer assessments and feedback to design, deliver, and evaluate programs and services and to set priorities.

IV. *Evaluation Method* (Sec 224 (b) (c))

Washington State Library (WSL), with the assistance of the Washington State Advisory Council on Libraries (WSACL), will develop a method for evaluating the LSTA program. The evaluation plan will be developed during 1997-98 for approval of the Washington State Library Commission in Spring 1998. In accordance with the Act, it will include an independent evaluation of the activities assisted under the Act, to be accomplished before the end of the five-year period.

The evaluation plan will include new elements which address the need to develop performance measures for statewide programs. It will also reflect those elements which are currently used to evaluate WSL's grants program, those which are part of Washington's services to the blind and physically handicapped, and those which are part of WSL's services to residents of state institutions. The evaluation elements are:

- **Baseline surveys, performance measures, and/or benchmarks:** to evaluate statewide programs

- **Annual review of the State’s LSTA Five-Year Plan:** to evaluate the effectiveness of programs and projects, recognizing the changing needs of Washington libraries in respect to the intentions and requirements of the Act. Results of evaluations will be incorporated into subsequent planning activities, and alterations will be made to the federal program as needed.
- **Statewide assessments or surveys:** to evaluate WSL’s services to the library community, including workshops and training programs, and to provide direction for long-range planning.
- **Standards for model programs, and “best practices.”**
- **Project goals, objectives:** evaluation of **grants to libraries** includes the overall impact of the project, as well as the extent to which individual project objectives were met. Each sub-grantee submits a project narrative that includes a description of the evaluation methods and measures that will be used. All sub-grantee applications are reviewed by a committee comprised of State Library staff, technology experts, and librarians with experience in library technology and library customer services. Grant projects are monitored routinely, and evaluated to assure compliance with applicable federal, state, and State Library requirements, and to assure that project objectives are being met.
- **Service goals, objectives:** evaluation of **Institutional library services** involves setting and meeting the objectives for this service. Objectives address the following: numbers of requests for information and materials; fill rates for these requests; units of service per capita, and number of “contact opportunities” (numbers of library orientations, numbers of bibliographies produced, etc.).
- **Output measures:** evaluation of the **Washington Talking Book and Braille Library** includes circulation counts and other output measures, and quarterly narrative reports provided to the Washington State Library

V. Administrative Costs (Sec 222 (a))

In accordance with Sec. 222 of the Act, Washington State Library will use no more than 4 percent of the total amount of funds received for administrative costs in any fiscal year. The 4% administrative portion will reflect the partial cost of actually administering the new LSTA program:-- coordinating the plans and reports; overseeing federal expenditures; and administering grants.

VI. *Washington State Advisory Council Libraries (WSACL) (Sec 251):*

The Washington State Advisory Council on Libraries (WSACL) will continue to advise the Washington State Library Commission on policies, procedures, and methods for evaluating the LSTA program at Washington State Library. WSACL will continue to play a significant role in assessing the effectiveness of the LSTA program, and will assure that regular communication occurs between WSL and the library community. The Advisory Council is currently reviewing its membership, and will make changes in the months to come to reflect the expanded representation suggested by the new legislation.

VII. *Involvement of Libraries and Library Users (Sec 224).*

The LSTA Plan (like all WSL activities) is part of the agency's overall "workplan." In WSL's customer-centered TQM environment, we depend heavily on formal and informal customer assessment and feedback to design, deliver, and evaluate programs and services and to set priorities. We also depend upon our governing body, the State Library Commission, which operates in a very public environment, and which actively seeks input from all interested and affected parties, and the Washington State Advisory Council on Libraries, which advises the Commission. As the LSTA is implemented at WSL, we will have to rewrite most of its administrative code, a process that will set the stage for how LSTA is administered in Washington. This process is also a very public one, and involves specific notice and public hearings.

VIII. *Making LSTA Plan Available (Sec. 224)*

The LSTA Plan will be distributed to members of the Washington State Advisory Council on Libraries and to libraries in Washington after its approval by the Washington State Library Commission, and after submission to the Institute of Museum and Library Services.