

Arizona LSTA 2018-2022 Five Year Plan

Arizona's Library Services and Technology Act Plan, prepared by
the Arizona State Library, Archives and Public Records,
a Division of the Arizona Department of State,
for the Institute of Museum and Library Services

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Introduction

The Arizona State Library, Archives and Public Records, a Division of the Arizona Secretary of State, experienced changes in leadership and organization over the course of the LSTA Plan for 2013-2017. Joan Clark served as State Librarian from the time that the plan took effect until March 31, 2016. As she prepared for retirement, Mrs. Clark put in place a new structure that has continued to evolve and that will help the State Library to effectively carry out the new plan for 2018-2022.

In July, 2015 the State Library was divided into two units under the leadership of two deputy directors. Dr. Ted Hale became Deputy Director for the Archives, Records, and Museum, while Holly Henley became Deputy Director of Library Services. At that time, Library Services consisted of the Arizona Talking Book Library, the Digital Arizona Library, Library Development, and the State Library of Arizona. Over the course of the next nine months, Dr. Hale and Mrs. Henley had the opportunity to work with Mrs. Clark so that there was a smooth transition on April 1, 2016. On that date, Dr. Hale became the Director of the Archives, Records and Museum, and Mrs. Henley became the State Librarian and Director of Library Services.

Functions and locations of staff and collections were analyzed, and changes to ensure greater sustainability of the State Library began to be put into place in March, 2017. The Digital Arizona Library branch was merged with the State Library of Arizona branch and renamed the State of Arizona Research Library. A new E-rate branch was established within Library Services to provide greater support for public libraries statewide with their e-rate applications. In July 2017, the Arizona State Library, Archives and Public Records will begin relocating collections from the library space in the 1938 Addition of the Capitol to the Polly Rosenbaum Archives and History Building adjacent to the state capitol complex.

In keeping with the State Library's mission of "Providing Access, Preserving Arizona", this move will streamline public access to the library and archives collections in a single easily accessible location, while ensuring unique collections are preserved for the future. The full transition will take approximately one year; however, public services will not be interrupted, and Digital Arizona Library collections are always available online at www.azlibrary.gov.

After the materials have been moved, the former reading room at the Capitol will reopen as Arizona Capitol Museum space. The vision is to bring all Library Services branches together in close proximity in 5-7 years. Space in the Records building will be repurposed so that all Library Services collections, services, and staff will be located in the Archives and Records buildings. The changes will bring greater accessibility for customers, firmly positioning the State Library to serve Arizonans and Arizona libraries currently and in the future.

Mission Statement

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

The Arizona State Library, Archives and Public Records, a Division of the Arizona Secretary of State, provides statewide leadership and services as authorized in Arizona Revised Statute §41-151.01. Through its branches, the Division acquires and provides access to materials relating to the following in print, in an electronic format or in any other format:

- Law.
- Political science.
- Economics.
- Sociology.
- Subjects pertaining to the theory and practice of government.
- Genealogy.
- Arizona history.

The State Library also provides the following:

- A general and legal reference service.
- A records management and archives program.
- A state and federal government documents depository program.
- A library development service.
- Museums for educational purposes as approved by the secretary of state.
- A service, including materials, for persons who are visually or physically unable to use traditional print materials.

In-depth research and reference services are provided in the subject areas of law, government, genealogy and Arizoniana. Consultant services are offered to public libraries to strengthen county and local library services, and to government agencies of the cities, counties and state to assist them in the management of official records. State and federal grants for public libraries and other authorized services are administered and monitored. Special library and information services are offered for the visually and physically disabled and institutionalized. The agency serves the Arizona Legislature and Arizonans, providing public access to public information, fostering historical/cultural collaborative research, information projects and ensuring that Arizona's history is documented and preserved.

Needs Assessment

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

The State Library's LSTA Five Year evaluation was conducted by Dr. Anthony Chow, an associate professor at The University of North Carolina at Greensboro's Department of Library and Information Studies and CEO of Strategic Performance Systems. Dr. Chow used a variety of methods in the evaluation to reveal a spectrum of needs for library services. He interviewed library staff and patrons, conducted focus groups with library leaders, administered online surveys, and visited library sites. Quantitative methods involved several levels of data analysis such as basic descriptive statistics including frequencies, percentages, sums, and means when analyzing State Program Report data and survey responses.

Based on the results of the evaluation, Dr. Chow identified the following needs:

- Employment and workforce development.
- Education, such as college and career readiness, and literacies including early, adult and digital.
- Social issues such as crime and teen pregnancy.
- Connectivity and bandwidth.

In addition to the LSTA Five Year Evaluation, the State Library also convened library staff in a number of venues in order to inform this Plan. (See Appendix A.) Input from these participants confirms Dr. Chow's findings that libraries are striving to address workforce development, education (in the library's informal environment), and community inclusion needs.

Employment and Workforce Development

Over the past five years, at least seven libraries have used LSTA funds to open business/entrepreneurship centers. Other libraries have started hosting business programming to train patrons in modern job-seeking methods and business start-up. Arizona libraries have partnered with Arizona State University's Entrepreneurship Outreach Network, which offers continuing education, mentoring, and resources to community members and patrons.

While Arizona's current unemployment rate of 5% is a vast improvement over levels of unemployment during the recession, it has yet to return to pre-recession levels of 3.8%.¹ While many Arizonans are starting new businesses, the demand for job help remains consistent, especially from those struggling with digital literacy. Because of the constant demand for services and the great opportunities and partnerships that have been developed in the past five years, economic development continues to be a major area of need for the LSTA plan.

Education

Arizona libraries have long been champions of lifelong learning. While circulation and general visitation have decreased in the last five years, attendance at programs has increased, according to the Arizona Public Library Survey.* It appears that Arizonans are increasingly looking at their local libraries for opportunities to sharpen their learning and skills.

While libraries continue to make strides with informal education in Arizona, the need for quality educational experiences in the state is significant. The high school graduation rate is at 77%, 6% behind the national average.² Arizona ranked 49th and 50th in a 2014 national survey of public school revenues and expenditures, respectively.³ Data clearly indicate that informal learning opportunities are more important than ever.

Community Engagement with Social Issues

Arizona is facing a number of social issues. In June of 2017, Arizona Governor Doug Ducey declared the opioid epidemic in the state a public health emergency after opioid-related deaths shot up 74% from 2012.⁴ Arizona ranks third in the nation for high child food insecurity rates, with 28.2% of children in Arizonan facing hunger, compared with 21.6% nationally.⁵ Arizona is also facing rapid urbanization, which Miguel Figueroa, director of the Center for the Future of Libraries, warns may polarize the state’s “haves” and “have-nots.”⁶

As Arizona struggles with various social issues, libraries have the opportunity to act as community catalysts and to help bring communities together to address their needs. The 2016 Arizona Library Leaders’ Summit identified a major focus area for the state’s libraries as Building Community Wealth. Arizona libraries are motivated and driven to strengthen their communities, even in the midst of challenges.

Technology Infrastructure

An issue that underlies all the others continues to be technology and the physical and financial digital divide. The Arizona Secretary of State is realigning “services, workflows and expertise to meet the evolving opportunities and expectations of public service in a digital age.”⁷ More and more libraries are focused on digital and electronic resources. From 2013 to 2016, print collection expenditures decreased by 6.25% while electronic collection expenditures increased by 6.31%, according to the Arizona Public Library Survey.* More information is available to library patrons anytime and anywhere than ever before. However, in 2012 Arizona ranked 43rd in nation with only 62.3% of population accessing internet from home.⁸ For those without a device, internet access, or digital literacy skills, more and more critical information is being walled off as information goes online-only. Both technology and digital literacy training are key needs in Arizona to address these issues.

Conclusion

Arizona libraries, including the State Library, address the workforce, education, social, and technology needs of Arizona residents every day by providing **access to information** in all formats, **informal education**, and **inclusive community** programs. The State Library also supports local libraries by using LSTA funds to **improve institutional capacity** through staff training and provision of high-quality materials and resources. These services – information access, informal education, inclusive community programs, and institutional improvements – form the basis of the Arizona 2018-2022 LSTA Five Year Plan.



Tag cloud created from the notes and files compiled from sources listed in Appendix A.

Notes

1. <https://data.bls.gov/timeseries/LASST040000000000003>
2. https://nces.ed.gov/ccd/data_tables.asp
3. <https://www.census.gov/library/publications/2016/econ/g14-aspef.html>
4. <http://www.azcentral.com/story/money/business/health/2017/06/05/arizona-declares-opioid-crisis-public-health-emergency/371208001/>
5. <http://www.firstfoodbank.org/learn-more/hunger-statistics-in-arizona>
6. <http://www.ala.org/transforminglibraries/future/trends/urbanization>
7. <https://www.azlibrary.gov/about>
8. <https://www.census.gov/data/tables/2012/demo/computer-internet/computer-use-2012.html>

*The Arizona Public Library Survey is available at <https://www.azlibrary.gov/libdev/programs-services-and-tools/arizona-public-library-statistics>. This report is based on data provided to the Arizona State Library, Archives and Public Records by the public and tribal libraries in the state. The values reported herein are valid as of April 27, 2017 and are subject to change based upon further review.

2018-2022 Arizona LSTA Goals

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

The needs for economic development, education, community engagement, and technology infrastructure were identified as high priorities for Arizona libraries. The State Library plans to address these needs through a combination of internal projects and an extensive subgrant program.

Following Dr. Chow's recommendation that the State Library align its resource allocation with its goal priorities, the goals for the new Five Year Plan are as follows:

1. **Information Access**
2. **Informal Education**
3. **Inclusive Communities**
4. **Institutional Improvements**

Goal 1: Information Access

Arizona's residents will have access to information in a variety of formats, tapping the capabilities of current and emerging technologies.

LSTA Priorities

- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.
- Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

Goal 2: Informal Education

Arizona's residents of all ages will explore, experience, and expand through libraries' informal educational programs.

LSTA Priorities

- Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.

Goal 3: Inclusive Communities

Arizona's residents will find resources in libraries to engage with their communities, develop workforce skills, and learn life literacies such as parenting, health and finance regardless of cultural and socioeconomic backgrounds.

LSTA Priorities

- Develop public and private partnerships with other agencies and community-based organizations.
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.

Goal 4: Institutional Improvements

Arizona's residents will receive excellent services from their libraries which will be enhanced by improvements to technology resources, staff skills, programs, and collections.

LSTA Priorities

- Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.
- Enhance efforts to recruit future professionals to the field of library and information services.
- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

2018-2022 Arizona LSTA Projects

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

Goal 1: Information Access

Arizona's residents will have access to information in a variety of formats, tapping the capabilities of current and emerging technologies.

Statewide Projects

The State Library will use LSTA funds to make authoritative materials discoverable and accessible to all Arizonans, including state employees, students, entrepreneurs and inventors, family historians, researchers, policymakers, and the curious public.

Projects such as statewide databases, statewide resource sharing, an ebook platform, government materials digitization, the Arizona Memory Project, and the Arizona Newspaper Collection preserve information and provide access to unique Arizona, government and related materials. The Talking Book Library's collection is available to all Arizona residents whose visual or physical disabilities prevent the reading of conventional print materials.

Subgrants

The State Library will offer subgrants to public, tribal, school, special and academic libraries to support information preservation, discovery and access for Arizona residents.

Statewide and subgrant projects will take place throughout the five-year period of the grant.

Goal 2: Informal Education

Arizona's residents of all ages will explore, experience, and expand through libraries' informal educational programs.

Statewide Projects

The State Library will use LSTA funds to support Building a New Generation of Readers, a statewide early literacy project designed by the Arizona State Library to support public and school libraries in teaching parents and early childcare providers strategies to prepare preschool children from birth to become readers. With the State Library providing staff training and materials, participating libraries create family-friendly spaces, offer workshops, and incorporate instruction into existing programs for preschoolers, their families, and caregivers. The Arizona Reading Program supports literacy development and lifelong learning by providing resources that assist public and tribal libraries to plan, promote, and implement summer reading programs.

E-resources training informs the public and library staff about online databases, learning platforms and other electronic materials available through Arizona libraries.

Subgrants

The State Library will offer subgrants to public, tribal, school, special and academic libraries to support lifelong learning and literacy for Arizona residents.

Statewide and subgrant projects will take place throughout the five-year period of the grant.

Goal 3: Inclusive Communities

Arizona's residents will find resources in libraries to engage with their communities, develop workforce skills, and learn life literacies such as parenting, health and finance regardless of cultural and socioeconomic backgrounds.

Statewide Projects

The State Library will use LSTA funds to provide model programs, resources and marketing materials to support libraries with projects such as volunteer management and programming for military families.

The Arizona Talking Book Library assists individuals with disabilities to obtain resources and training to compete in the today's workforce, specifically workforce knowledge, abilities and skills, digital literacy, Braille and other literacies. LSTA funding will develop projects to improve quality of life for seniors with visual or physical disabilities and who qualify for the talking book program, and to provide access to digital tools and resources.

The State Library recognizes digital inclusion as a necessary step in overcoming digital inequalities and to ensuring greater social and economic participation for all Arizona residents. Digital inclusion embraces access to affordable, robust Internet service, the availability of hardware and software, digital literacy skills, quality technical support, and relevant content and services. Although digital inclusion has been placed in Goal 3, it underpins each of the State Library's goals of Information Access, Informal Education, Inclusive Communities and Institutional Improvements.

Subgrants

The State Library will offer subgrants to public, tribal, school, special and academic libraries to support community engagement; workforce development; financial, early, digital and other life literacies; and human services for Arizona residents.

Statewide and subgrant projects will take place throughout the five-year period of the grant.

Goal 4: Institutional Improvements

Arizona's residents will receive excellent services from their libraries which will be enhanced by improvements to technology resources, staff skills, programs, and collections.

Statewide Projects

The State Library will use LSTA funds to provide continuing education projects which include Leadership Institutes and Summits that explore essential elements of good leadership and provide networking and planning opportunities for library leaders; Summer Library Institute which provides training and networking opportunities for non-MLS public library staff serving mostly small and rural libraries throughout Arizona; tribal library outreach; in-person and online staff trainings on a variety of topics; and scholarships to attend professional development events and conferences.

Library services consultants work with staff from libraries all over Arizona to provide them with information they need on best practices of librarianship to do their jobs well and to think creatively about current and future needs of their communities.

LSTA funds will also help leverage e-rate consulting provided by the State Library. Libraries play a major role in leveling the playing field for underserved and unserved customers by providing affordable broadband access for learning, health, business and recreational information needs.

The State Library will collect Arizona Public Library Statistics, using LSTA funds to support data analysis, visualization and dissemination.

These statewide projects will take place throughout the five-year period of the grant.

Coordination Efforts

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

Goal 1: Information Access

<i>Need</i>	<i>Focal Area</i>	<i>Project</i>	<i>Intent(s)</i>
<ul style="list-style-type: none"> • Employment and workforce development • Education • Social issues 	Information Access	<ul style="list-style-type: none"> • Statewide Databases • Statewide resource sharing • Government information digitization • eBook Platform • Arizona Memory Project • Arizona Newspaper Collection • Talking Book Library discovery and access • Subgrants to public, tribal, school, special and academic libraries for information preservation, discovery and access • Other programming as identified 	<p>Improve users' ability to discover information.</p> <p>Improve users' ability to obtain and/or use information resources</p>

Goal 2: Informal Education

<i>Need</i>	<i>Focal Area</i>	<i>Project</i>	<i>Intent</i>
<ul style="list-style-type: none"> • Education, i.e., college and career readiness • Literacies including early, adult and digital 	Lifelong Learning	<ul style="list-style-type: none"> • Building a New Generation of Readers • Arizona Reading Program • E-resources Training • Subgrants to public, tribal, school, special and academic libraries support lifelong learning and literacy for Arizona residents • Other programming as identified 	<p>Improve users' general knowledge and skills</p> <p>Improve users' formal education</p>

Goal 3: Inclusive Communities

<i>Need</i>	<i>Focal Area</i>	<i>Project</i>	<i>Intent</i>
<ul style="list-style-type: none"> • Social issues • Literacies including early, adult and digital • Employment and workforce development 	<ul style="list-style-type: none"> • Civic Engagement • Human Services • Economic and Employment Development 	<ul style="list-style-type: none"> • Get Involved Collaborative volunteer management project • Veterans, service members and military families partnership • Arizona Talking Book Library Outreach • Digital inclusion project • Subgrants to public, tribal, school, special and academic libraries for community engagement projects; projects supporting financial, early, digital and other life literacies; and workforce development • Other programming as identified 	<ul style="list-style-type: none"> • Improve users' ability to participate in their community • Improve users' ability to apply information that furthers their parenting and family skills • Improve users' ability to apply information that furthers their personal or family health & wellness • Improve users' ability to apply information that furthers their personal, family or household finances • Improve users' ability to use resources and apply information for employment support • Improve users' ability to use and apply business resources

Goal 4: Institutional Improvements

<i>Need</i>	<i>Focal Area</i>	<i>Project</i>	<i>Intent</i>
<ul style="list-style-type: none"> • Education • Connectivity and bandwidth • Employment and workforce development • Education • Literacies including early, adult and digital • Social issues 	Institutional Capacity	<ul style="list-style-type: none"> • Leadership Institutes and Summits • Summer Library Institute • In-person and online staff trainings • Library services consulting • Tribal library outreach • Scholarships • E-rate and broadband build-out program support • Public library statistics • Subgrants to public, tribal, school, special and academic libraries for institutional improvements • Other programming as identified 	<ul style="list-style-type: none"> • Improve library's workforce • Improve the library's physical and technological infrastructure

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

The Arizona State Library, Archives and Public Records, a division of the Arizona Secretary of State, works closely with state agencies and offices. These partnerships are expected to continue from 2018 through 2022.

- A meeting has been held with **Arizona @ Work** to explore the options for collaboration with libraries statewide on workforce development in the future. It was agreed that an essential first step is informing workforce and library staff of available resources. There are plans to exchange information at meetings held by Workforce Job Centers, County Librarians and the Maricopa County Library Council.
- The Arizona State Library is working with the **Arizona Coalition for Military Families (ACMF)**, a nationally-recognized public/private partnership, to bring training to library staff and to develop library guidelines for Connecting, Asking, Responding and Engaging (CARE) with service members, veterans and their families. As trusted sources of reliable information, libraries are one of the doors for all citizens to education, employment, entrepreneurship, and engagement. The purpose of creating specific guidelines is to provide libraries with a clear and concrete path to becoming a Military/Veteran Resource Network partner organization. This will support their connection to service members, veterans, and their families through the Resource Match Tool, as well as other valuable resources.
- The **Arizona Community College Library Consortium (ACCLC)** was established to support and enhance the library and information services of Arizona's Community College Libraries. The ACCLC looks for ways to maximize resources through collaborative ventures. The group combines purchasing power and knowledge to obtain services and resources that are of interest and benefit to college students and their communities. The participating members include 21 community college libraries from Arizona. University library staff and State Library staff have participated in strategic planning and on the Formation Committee. The State Library plans to assist with database procurement matters.
- The Arizona Talking Book Library branch collaborates with the **Arizona Department of Economic Security's Rehabilitation Services Administration** to provide access to audio newspapers and magazines for individuals who are blind or visually impaired and unable to read the print versions.
- Produced in partnership with **Arizona Humanities**, the State Library helps facilitate FRANK Talks. These face to face events are free, thought-provoking, expert-facilitated discussions on important issues facing Arizona communities. They are structured to encourage discussion and inspire people to practice the skills of citizenship.
- The State Library has joined other Arizona libraries and members of the **Arizona Parks and Recreation Association** in the Recreation and Library Roundtable, an open format event for professionals to come together to talk about successful partnerships between the fields of recreation and libraries. The goals of the Roundtable are to share successful collaborations, create cross-promotion ventures, and look for new opportunities for parks and recreation and libraries to work together.
- The State Library's Law and State Government Publications collections support the work of **Arizona State Government** and policy researchers nationwide by collecting and preserving Arizona legal materials and State Government Publications. Library Staff supports the legal and policy information needs of agencies in all three branches of Arizona Government by providing reference services, research training, and interlibrary loan. In addition to preserving unique materials in print, the Law and State Government Publications collections participate in the State Documents Depository Program in partnership with other libraries throughout the state, and aim to make as much of their material freely available in online collections via the Arizona Memory Project. As a Regional Federal Depository Library, the Research Library collects all material sent to it by the Federal Government Printing Office (in a

variety of formats), and works throughout the year with Arizona's other Federal Depository Library Program participants, which include public, community college and university libraries.

- **Arizona State Parks** is a strong supporter and partner in the statewide Summer Reading Program. For two years, Arizona State Parks has promoted the Arizona Summer Reading Program by providing park passes. In 2017, they provided 25,000 to Arizona libraries to share with their summer reading participants.
- Library Development supports libraries statewide with materials and training to be leaders in their communities in working with parents and caregivers to prepare children to enter school ready to read. **First Things First** is a statewide organization with a mission to be "one of the critical partners in creating a family-centered, comprehensive, collaborative and high-quality early childhood system that supports the development, health and early education of all Arizona's children birth through age five." (See <https://www.firstthingsfirst.org>.) A board and 28 Regional Councils oversee the expenditure of funding provided by an 80-cent per pack tax on tobacco products. The State Library helps to support their annual summit, staffs an exhibit table with information about libraries and early literacy, and encourages librarians to participate in their local councils and to apply for grant funding for early literacy initiatives.
- Arizona Talking Book Library is represented on the **Governor's Council on Blindness and Visual Impairment**, with the branch administrator serving as an ex-officio member. The Governor's Council works to ensure that the specialized needs of blind and visually impaired Arizonans are addressed effectively, to encourage broad participation by other organizations and individuals interested in blind and visually impaired Arizonans, and to develop and periodically review and recommend goals and objectives to meet the needs of blind and visually impaired Arizonans. The Talking Book Library administrator is an active member of the Public Information Committee of the Council and was an integral part of the Department of State's assistance in 2016 in developing and populating an online database which links to resources for the blind, low vision and low vision/low hearing population in Arizona.
- The State Library is also committed to supporting the work of a local service, **Sun Sounds of Arizona**, which provides a free radio reading program for the blind and physically disabled. Each year the State Library provides designated funding to Sun Sounds, as well as encouraging the coordination of joint efforts between the Arizona Talking Book Library and Sun Sounds. The two entities work together to promote awareness of both programs and reach a larger audience who cannot read conventional print due to a disability.
- The State E-rate Coordinator for public libraries maintains the following partnerships:
 - **Arizona Department of Education** to provide joint trainings and create tools to promote and facilitate E-rate applications.
 - **Arizona State Procurement Office** to negotiate state purchasing agreements.
 - **Arizona Department of Transportation** to ensure enforcement of legislation when they lay new roads or repair existing roads anywhere in Arizona, and to help ensure that dark fiber is laid for economic development.
 - **Arizona State Land Department** for mapping libraries and the broadband speeds they get and the service providers they use.
- The State Librarian has a seat on the board of directors of the **Arizona Telecommunications & Information Council (ATIC)**. State E-Rate Coordinator is an Associate on that Board and a member of the **Arizona Technology Council (AzTC)**. ATIC and AzTC function as Arizona's recognized and authoritative organizations guiding technology policy development. State Library participation helps to leverage grants, expertise, demand and outreach.
- The State E-rate Coordinator is also on the Board of Directors for **GAZeL (Greater Arizona e-Learning)** whose mission is to promote and adopt innovative learning using affordable broadband.

Evaluation Plan

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

Evaluation is designed into each Arizona LSTA project from the beginning, and the State Library will work to strengthen these evaluation plans by additional training and monitoring of State Library staff and subgrant project managers.

The Arizona State Library was one of sixteen pilot state library administrative agencies in the Measuring Success initiative, which was designed to help IMLS and the state library administrative agencies plan for, manage and evaluate grant-supported library activities. Measuring Success resulted in a new framework for assessment and a new State Program Report system. The framework of focal areas, intents, projects, activities and outcomes forms a basis for consistent evaluation, sharing promising practices in the field of librarianship, and demonstrating the value of LSTA funds for Arizona's residents.

Using surveys designed by the IMLS Office of Impact Assessment and Learning and other tools, the State Library will collect data on instruction, content, and planning and evaluation activities to provide outputs and outcomes for the State Program Report.

The State Library is following closely the Measures That Matter initiative, a cooperative project between IMLS and the Chief Officers of State Library Agencies (COSLA). The purpose of the initiative is to create a Public Library Data and Outcomes Action Plan that improves the library field's ability to collect and report on measures that matter. A Data Summit is scheduled for September 2017. The outcomes of that Summit may have a bearing on specific measurement tools used to evaluate the State Library's and subgrantees' LSTA funded projects. For example, Project Outcome survey tools (<https://www.projectoutcome.org>) may be utilized more heavily.

Stakeholder Involvement

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

The library community helped inform this plan in a number of ways:

- Arizona Library Leaders' Summits, 2014 and 2016
- Arizona Summer Library Institute, 2016
- Center for the Future of Libraries webinar, October 2016
- Arizona Library Association Annual Conference Roundtable, October 2016
- Arizona County Librarians Meeting, March 2017
- Maricopa County Library Council Meeting, March 2017

See Appendix A for more details.

In addition, over 360 library staff and patrons participated in ten focus groups, five key stakeholder interviews, and three surveys conducted by evaluator Dr. Anthony Chow.

Communication and Public Availability

SLAAs must describe the channels that will be used to communicate to stakeholders the content of the State Plan and any results, products, processes, or benefits. Each SLAA receiving a grant must make the State Plan readily available to the public and share it with the library community. 20 U.S.C. § 9134(e)(2).

This five-year plan was developed with input obtained from a variety of stakeholders and audiences via both formal and informal channels. The previous section on Stakeholder Involvement describes communication procedures used in the development and finalization phases. The following outline summarizes communication plans for 2018-2022 during the implementation phase.

Once the new five-year LSTA plan is accepted by IMLS, the plan will be placed on the Arizona State Library website at <https://www.azlibrary.gov>. The Secretary of State's Office will receive the LSTA Plan. Library and political leaders will also be informed of the new plan along with county librarians and librarians throughout the state. The Arizona Library Association and the State Library Leadership team will be kept abreast of progress toward key initiatives.

Library Development staff creates fact sheets about the success of LSTA programs and the benefit of LSTA programs to individual congressional districts. The State Library professionals who are most involved with LSTA programs and the LSTA Grants Administrator are featured speakers at library, museum and archives, and other professional conferences, meetings and workshops. LSTA Plan achievements and the planning process itself are often noted in these sessions.

The State Librarian convenes County Librarians, is a member of the Maricopa County Library Council, and is an ex-officio member of the Arizona Library Association Board. The State Librarian uses these opportunities to communicate with stakeholders about the State Plan and the impact of LSTA grant funds. The Arizona State Library has been and will continue to be a convener, collaborator, and disseminator of all types of library and cultural information. Through these roles, the State Library will foster communication with a variety of audiences about ongoing implementation and achievements of the 2018-2022 LSTA Plan.

Monitoring

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

The Arizona State Library monitors the use of LSTA funds in Arizona on an ongoing basis. Responsibilities are shared by the Library Development staff (primarily the LSTA Coordinator) and the Accounting Office staff. Library Development primarily monitors expenditures to assure they are being used according to Arizona's Five Year Plan and the national priorities. The Accounting Office assures that the use of funds follows the state's accounting principles, as well as federal fiscal guidance.

Under the direction of the State Librarian, an expenditure plan is prepared for each federal fiscal year, allocating resources to statewide and subgrant projects. These decisions are made based on the LSTA plan, national priorities, state fiscal concerns, and internal requests indicating a readiness to carry out a project. For statewide programs that are funded via LSTA, the individual program manager submits an annual report to the LSTA Coordinator in November of each year. This information is included in the IMLS State Program Report. Some initiatives such as the Summer Library Institute for rural librarians, the Summer Reading program, and Continuing Education programs are monitored when they occur.

Subgrants are monitored from grant approval through implementation. Library Development consultants review and recommend measurable outcomes for each grant. The annual application process begins in March with grant awards announced and funds made available in May. At that time, each grantee is required to attend a grant recipient workshop to ensure understanding of the grant procedures including required documentation and evaluation. In addition, continuing education programs occur throughout the year to increase librarians' knowledge of outcome-based evaluation. Each subgrant recipient is required to complete a final report in September. These reports provide detailed input for the annual State Program Report.

The Arizona State Library's Accounting Office and Library Development's LSTA Coordinator prepare the requisite annual report for IMLS. That report details the financial expenditures and describes many of the project programs in narrative form.

As summarized above, LSTA plan activities are monitored throughout the year. The State Library continuously strives to improve the entire process from an administrative and an operational perspective to ensure that LSTA funds will be allocated and used to the best advantage of Arizona libraries statewide. Throughout the process the public, librarians, government leaders and other stakeholders, along with State Library staff, have opportunities to support and verify that LSTA funds are being used to meet LSTA purposes and the goals of the Arizona Five Year LSTA Plan.

Assurances

The following are the required certifications and assurances:

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

Appendix A: Sources informing the Five Year Plan

In addition to the LSTA Five Year Plan Evaluation performed by Dr. Anthony Chow, the following data sources also informed the State Library's needs assessment:

1. Arizona Secretary of State Leadership Priorities.
The Secretary of State is realigning “services, workflows and expertise to meet the evolving opportunities and expectations of public service in a digital age.”
2. Arizona Public Library Survey.
Data from this survey indicate heavier usage of libraries for lifelong learning classes and WiFi access.
3. Arizona Library Leaders’ Summit 2014 and 2016.
These two Summits resulted in consensus around several statewide directions: access to shared resources; early learning; building community wealth; customers first; and collaboration.
4. Arizona Summer Library Institute 2016.
Participants in this annual week-long training for small and rural library managers offered their views of the library of the future. They saw libraries as welcoming, evolving, relevant, transformative community hubs. They saw education and skill-building as critical library services, alongside job and career support. Providing access to technology was another key program.
5. Center for the Future of Libraries webinar, October 2016
Miguel Figueroa, director of the Center, presented a webinar that focused on trends for Arizona libraries. An important trend is urbanization. Arizona’s rapid urbanization may polarize the state’s “haves” and “have-nots”. “The growth of cities may provide more opportunities for employment and pathways to higher personal success. It could also lead to the further concentration of wealth and increasing disparities.”
6. Arizona Library Association 2016 Annual Conference Roundtable.
In this session, library staff pointed out challenges affecting libraries: aging or nonexistent technology infrastructure, low state ranking in public education revenue and expenditures and digital illiteracy. It was perceived that the State Library could help address these challenges through digital inclusion projects, state-level partnerships, and professional development.
7. Arizona County Librarians Meeting March 2017.
The 15 Arizona county library districts or systems are represented in these biannual meetings. Important opportunities addressed during this meeting were technology infrastructure, adult education, and STEAM (Science, Technology, Engineering, Art and Math).
8. Maricopa County Library Council Meeting March 2017.
This group of directors from public and academic libraries in Arizona’s largest county saw opportunities for community partnerships, literacy programs for young children, STEM for older children, and economic development for adults.
9. The State Library’s Library Services Administrators and Library Development Planning Sessions.
Staff of the Research Library, Talking Book Library, Library Development and E-Rate branches discussed top priorities for providing access to information, serving the blind and physically handicapped, encouraging broadband adoption and digital inclusion, supporting literacy needs, and improving library staff skills.

Appendix B: Measuring Success Focal Areas and Intents

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