



WASHINGTON STATE LIBRARY LIBRARY SERVICES AND TECHNOLOGY ACT PLAN 2018–2022

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Introduction

The Washington State Library LSTA Five-Year Plan establishes goals and priorities for the use of LSTA funding consistent with the purposes of LSTA. The Plan describes how federal funding will be used to support all types of libraries to advance library services within the State. This plan is a requirement of the Library Services and Technology Act (LSTA) of 1996, as re-authorized in 2003 and 2010.

Section 1. Washington State Library LSTA Mission Statement

The Washington State Library is a division of the Office of the Secretary of State. It is designated as the State Library Administrative Agency (SLAA) of the State of Washington for the receipt of federal LSTA funds administered by IMLS.

The mission and goals used in this Plan are also found within the *2017 Washington State Library Strategic Plan*.

Mission

The State Library: connecting Washington through the power of libraries.

The Washington State Library builds prosperous and informed communities by providing technology, access to information, resources, and professional support.

Goals of the State Library as it relates to the use of LSTA funding

- Contribute to the state's economic prosperity and cultural richness by supporting relevant and high-quality education, literacy and reading, and life-long learning.
- Connect Washingtonians to their history, employing digital initiatives, and other preservation strategies to tell the stories of local communities and to celebrate our common heritage.
- Expand the reach and effectiveness of the Washington Talking Book & Braille Library (WTBBL) with innovative outreach initiatives to increase overall user population, establish and strengthen borrower relationships, and promote high quality, accessible library and information resources.
- Expand and enhance the provision of direct library and information services to incarcerated and hospitalized populations in support of education, literacy, recovery, and re-entry.
- Elevate the quality of library service and caliber of library staff through statewide projects, facilitation, consulting, grants, training, and modeling best practices to build capacity in libraries statewide.

The Library Development program is one of four programs of the Washington State Library (WSL). The other programs are Central Library Services, Institutional Library Services (ILS), and the Washington Talking Book & Braille Library (WTBBL).

Library Development is the program charged with the administration of LSTA funds. The staff members of Library Development collaborate with the Library Council of Washington (LCW) to

deliver a well-rounded program of services to the staff of Washington’s libraries. These services include such activities as database licensing, training, consulting, statewide planning and projects, grants for professional development (PD), digitizing local cultural and historical materials, and direct sub-grants. State funds used with the Library Development program are used as a source of match and Maintenance of Effort (MOE).

Central Library Services provides direct services to the residents of Washington. The Digital Collections project digitizes newspapers and historic documents for online access by anyone with Internet access. It is also used as a source of match and MOE. The Microsoft Imagine Academy provides software and technology training directly to the residents of Washington and also through public, tribal, and community and technical college libraries. This program is also used as a source of match and MOE. The remainder of the Central Library Services program is not directly associated with the use of LSTA funding or in providing match and MOE.

ILS is the program charged with providing branch library services to the residents of the state’s nine major adult correctional institutions, two adult psychiatric hospitals, and interlibrary loan services to minimum security correctional institutions across the state. The services of the branch libraries include such activities as maintenance of current library collections, interlibrary loan, reference services, readers’ advisory, programming such as book discussions, training in use of libraries and library resources, and support of institution programs with emphasis on recovery and re-entry. State funds used with the Institutional Library Services program are a significant source of match and MOE.

WTBBL is a part of the national network of libraries administered by the National Library Service for the Blind and Physically Handicapped and the Library of Congress. Services are provided free of charge and by mail to residents of Washington State who are unable to read standard print material; for example, people who are visually impaired, blind, physically disabled, or reading disabled. WTBBL services include audio books on cartridge and playback equipment, downloadable audio books, braille and web-braille, large print materials, readers’ advisory, reference services, training and instruction, assistive technology, youth services, book clubs, onsite production of local interest audio and braille books and publications, and a robust volunteer program including partnerships and outreach. State funds used with WTBBL program are a significant source of match and MOE.

Section 2. Needs Assessment

Based on information in the Washington State Library Needs Assessment, the LSTA Five-Year Evaluation Report, and other sources, a summary of the major needs in all types of libraries throughout Washington State was developed.

Needs Assessment Summary

WSL contracted with the University of Washington Information School to develop the needs assessment. The assessment employed a mixed methods approach to engage stakeholders and gather qualitative and quantitative data. From this work the following needs emerged.

- Libraries must form partnerships with other organizations to extend their reach, meet the needs of underserved communities, and deliver services efficiently. In addition, libraries must cooperate with each other to allow limited resources to be used more effectively.

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- Library managers and staff must collaborate, learn from each other, and share information about best practices. They need assistance in providing collaboration tools and opportunities for libraries to reduce redundancies and enhance their ability to quickly respond to community needs as they emerge. Libraries need to reach out within their communities to ensure that as many as possible use the rich resources found at the library in digital and traditional formats.
 - Library leaders need to have clear and meaningful data about how people use library services and the outcomes they achieve as a result. More and more, library staff at all levels are expected to show outcomes from their services and defend the necessity of library services. However, they struggle with developing evaluation frameworks, metrics, and data collection procedures that meet the expectations of their audiences and show the important ways libraries help individuals and communities.
 - Many libraries struggle to fill vacancies. Additionally, managers are concerned about the diversity of their workforces and their ability to reach underserved communities.
 - Library staff do not always receive adequate support for professional development. The rapid development of new technologies makes it difficult to keep up with what the public expects them to know. In light of the demand to keep up with technology, traditional library training topics are not always being taught.

LSTA Five-Year Evaluation Report

WSL also contracted with the University of Washington Information School to develop the LSTA Five-Year Evaluation Report. As part of this report the evaluators made recommendations regarding future programming for the next Five-Year Plan.

Engaging Stakeholders and Gathering Data

The evaluation employed a mixed methods approach to engage stakeholders and gather qualitative and quantitative data regarding the activities, performance, and value of programs funded by LSTA. The evaluators collected data through review of program documentation, budgets, and grantee reports provided by WSL; interviews with WSL administrators and program managers; focus groups with the Library Council of Washington, the Library Leadership Council, at the biannual public library directors meeting, and several mixed groups of library staff throughout the state.

Analysis

The evaluators used a mixed methods approach to analysis, incorporating qualitative data collected through interviews and focus groups with quantitative data from surveys, technical documents, and budget analysis.

Analysis began with mapping the two main goals contained in the WSL's 5-Year LSTA Plan and the priorities identified in the LSTA Grants to States program. The evaluators then conducted an in-depth review of all program-level goals, activities, and outcomes.

Using findings from WSL staff and administrator interviews, the focus groups, data and comments, the evaluators incorporated and triangulated points of agreement and discord in perceptions between constituent groups.

Summary of Recommendations for the Next 5 Years

WSL's most significant strength is its ability to convene and promote collaboration between and among libraries of all types in the state. Building on this strength, analysis of past performance, and emerging priorities, **six main recommendations** for WSL have surfaced with regard to future activity funded through LSTA.

1. Forming partnerships

WSL is seen as a potential agent in helping libraries form partnerships with each other, particularly between libraries of different types (e.g., between public libraries and Community and Technical College (CTC) libraries). The most significant barriers to forming partnerships is time to cultivate relationships, uncertainty about how to share resources, and concerns about equity in contributions and benefits.

2. Communications and collaboration

Individual library efforts are difficult for libraries to maintain and libraries across the state look to WSL for assistance in providing collaboration tools and opportunities for libraries to reduce redundancies and enhance their ability to quickly respond to community needs as they emerge.

3. Evaluation and metrics

WSL's leadership in this area could be aimed towards increasing training opportunities about evaluation practices and facilitating work on common metrics among libraries in the state. While some of the difficulty producing evaluation data is connected to concerns about patron privacy, a larger issue is uncertainty about what to measure and how to gather reliable data.

4. Staffing

WOIS/The Career Information System projects about 450 annual vacancies in library positions through 2022. WSL leadership is needed in cultivating new librarians and working with library schools to ensure graduates are equipped with the skills they need to be successful.

5. Professional development

WSL provides many professional development opportunities and surveys the library community to determine what topics to offer. Nonetheless, it seems there is still room for more continuing education, particularly in management topics. With a great deal of focus on technology, some library staff expressed concern that traditional library training topics, like reference interviews and collection management, are not being taught to new librarians.

6. Work at a statewide level to address the needs of all types of libraries and the communities they serve within Washington State.

WSL provides a variety of statewide services that are available to libraries in order to enhance the level of service to the local library's users and potential users. WSL should continue this work in order to build capacity within libraries of all types and sizes, and within all areas of the state. These services include development and implementation of statewide projects, grant awards, consulting and training, and development of best practices.

Other Data Sources

Governor's State Priority Issues

Statewide trends and priorities also inform strategic priorities for WSL and libraries in the state. Governor Jay Inslee identified five goal areas for focus during his term: 1) world-class education; 2) prosperous economy; 3) sustainable energy & clean environment; 4) healthy & safe communities; and 5) efficient, effective & accountable government. These are all areas where libraries can (and do) make an impact.

In addition other sources were consulted as part of the needs assessment process such as:

- **Washington Library Trainers (WALT) / Washington State Library CE Needs Assessment.** This needs assessment identified several training areas where the use of LSTA funding would be applicable. These areas include training on: 1) on the use of new technology such as eBooks and eReaders; 2) downloadable media for the public; 3) providing excellent customer service for a library's customers; 4) adult readers' advisory service; and 5) implementing library leadership to better serve the customer.
- **Survey reports, Electronic Resources for Library Staff, and Electronic Resources for Library Users.** Surveys indicate that provision of electronic resources such as those provided through the Statewide Database Licensing project are highly valued.
- **A report developed from a meeting of youth services librarians.** High on the list of requests from youth services staff is continued support for early learning and summer reading, and at least one face-to-face meeting per year with colleagues.
- **Census/demographic data.** Projections from the Washington State Office of Financial Management (OFM) indicate that Washington's statewide population will continue to increase both in the near term and over the long term, but the rate of change is expected to decrease over time. Total population is expected to grow to 7.7 million in 2020. Washington will also continue to become more diverse over time, as both Asian and Hispanic populations are expected to grow faster than other population groups. Seniors will be an increasing proportion of the state's population, with the median age rising to almost 40 over the next twenty years. This does not mean that an increase in the number of youth is not expected during this same period, just that the number of seniors will increase proportionately faster. It should be noted that the demographic projections are statewide in nature. Wide regional variation in population growth, diversity, and age structure will exist over time. Individual libraries will need to address the particular needs within their community/service area which may not correlate to trends statewide or in other areas/regions of the state.

Lastly, the Washington State Library reviewed national trends and goals consulting the IMLS Five-Year Strategic Plan 2012 – 2016. This plan works to inspire libraries and museums to advance innovation, learning, and cultural and civic engagement.

Five concepts were identified by IMLS. The IMLS Strategic Plan should be consulted for the actual goal statements which focus on both libraries and museums. The following is a highly paraphrased version of these concepts with a focus only on the library community:

- Prepare people to be full participants in their local communities and our global society by placing the learner at the center and supporting engaging experiences in libraries.
- Enhance civic engagement, cultural opportunities, and economic vitality by promoting libraries as strong community anchors.

- Support exemplary stewardship of library collections and promote the use of technology to facilitate discovery of knowledge and cultural heritage.
- Sustain and increase public access to information and ideas.
- Maximize the value of the library for the American public through excellence in public management, strategic alignment of resources, and prioritization of programmatic activities.

Section 3. Goals and Strategies for 2018–2022

Goal 1.	Contribute to the state’s economic prosperity and cultural richness by supporting relevant and high-quality education, literacy and reading, and life-long learning.				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Aligns with the Governor’s state priority issues				
Need Met	Governor’s State Priority Issues - world-class education; prosperous economy; and healthy & safe communities.				
Primary LSTA Purpose	Expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.				
IMLS Focal Area	Lifelong Learning; Economic & Employment Development; Civic Engagement.				
Outcome	Residents of the state will increase their awareness and participation in literacy and digital literacy programs.				
Supporting Strategy 1.1	Coordinate with libraries, Workforce Development, and organizations that support underserved and marginalized individuals to support adult basic education, non-traditional learning, life-skills training, and digital literacy for academic and job readiness.				
Supporting Strategy 1.2	Work with the State Board for Community and Technical Colleges (SBCTC) and the Department of Corrections (DOC) to improve employability of inmates in preparation for their release by improving their digital literacy skills.				

Supporting Strategy 1.3	Improve employability prospects for the recently released by supporting them to become Microsoft Office Specialist (MOS) certified in one or more Microsoft Office applications.	
	Primary	Secondary
Intended Audience	Underserved and marginalized groups	Library staff
Implementation Type	Statewide project	Training and grants
Outcome	Underserved and marginalized populations, as defined in “Talent and Prosperity for All” (the Washington State Workforce Development Plan), will improve their digital literacy skills and improve their employability.	
IMLS Intent	Improve users’ ability to use resources and apply information for employment support.	
Project Name / Description	<p>The Workforce Development project is actively working with local libraries, academic institutions, and workforce development entities to bring resources to this service area.</p> <p>Digital Literacy supports libraries' ability to offer digital literacy activities and increase overall digital literacy in their communities by offering staff development workshops, sub-grants, and exposure to a variety of new technology devices.</p>	

Supporting Strategy 1.4	Partner with educational institutions, libraries, and other organizations on initiatives and programming to promote reading, literacy, and literature, especially utilizing local authors and timely, relevant topics.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff and other partners serving this population
Implementation Type	Statewide project	
Outcome	Library patrons will attend more programs featuring Washington authors so that increased awareness of our state’s contribution to a literary rich society is recognized.	
IMLS Intent	Improve users’ general knowledge and skills.	

	Improve users' ability to participate in community conversations around topics of concern.
Project Name / Description	<p>The Center for the Book program promotes literacy and a love of books, reading, and libraries by shining a spotlight on the contribution of reading and libraries in strengthening communities and in fostering civic engagement. The portion of this program which is state funded will be included as part of WSL's match and MOE.</p> <p>The Letters About Literature program is a reading and writing contest for students in grades 4-12. Students are asked to read a book, poem, or speech and write to the author (living or dead) about how the book affected them personally. The portion of this program which is state funded will be included as part of WSL's match and MOE.</p> <p>One Community One Book programs and grants are designed to bring communities together to engage with ideas that grow from a shared reading experience.</p>

Goal 2.	Connect Washingtonians to their history, employing digital initiatives, and other preservation strategies to tell the stories of local communities and to celebrate our common heritage.				
Timeline	2018	2019	2020	2021	2022
	➔	➔	➔	➔	➔
Prioritization	Builds partnerships between local libraries and their communities, with the Washington State Library.				
Need Met	IMLS Strategic Plan priority - Support exemplary stewardship of library collections and promote the use of technology to facilitate discovery of knowledge and cultural heritage.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services.				
IMLS Focal Area	Lifelong Learning; Information Access.				
Outcome	Washingtonians will increase their appreciation of state and local history, and use digital collections and resources to foster economic growth, strengthen education, and promote community pride and engagement.				

Supporting Strategy 2.1	Highlight the collections of Washington libraries and partner organizations through innovative discovery and metadata initiatives.
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Supporting Strategy 2.2	Preserve & maintain access to newspapers (news media) published in Washington State.	
	Primary	Secondary
Intended Audience	Teachers, students, researchers, and others interested in the history of Washington	Library staff and other partners serving this population
Implementation Type	Statewide project	Training and grants
Outcome	Teacher-librarians, teachers, librarians, and residents of the state will increase their knowledge and use of primary source materials from the Washington State Library online, through local libraries and in classrooms.	
IMLS Intent	Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	<p>The Washington Rural Heritage (WRH) project is a collaborative digitization program serving public libraries, tribal libraries, and partnering cultural heritage organizations such as historical societies and museums.</p> <p>The Washington Digital Newspapers program digitizes papers across five main geographic regions and strives to add non-English language papers and news from the diverse cultures within our state.</p> <p>DPLA Support Services provide training, consulting, and grants to libraries seeking to develop digital collections and content. They also re-catalog, remediate, or enhance metadata for inclusion in a regional Digital Public Library of America Service Hub.</p>	

Supporting Strategy 2.3	Manage and maintain a collaborative digitization program to highlight the collections of libraries, museums, and heritage organizations throughout the state. Increase visibility and access to unique and at-risk materials, including privately held family collections of Washingtonians.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff and other partners serving this population

Implementation Type	Statewide project	Grants and training
Outcome	Library staff working with the Washington State Library will increase their knowledge of digitization, develop partnerships with outside organizations, and engage community members to contribute to the preservation and dissemination of local history.	
IMLS Intent	Improve users' general knowledge and skills. Improve users' ability to discover information resources. Improve users' ability to obtain and/or use information resources.	
Project Name / Description	The Washington Rural Heritage collaborative digitization program.	

Goal 3.	Expand the reach and effectiveness of the Washington Talking Book & Braille Library (WTBBL) with innovative outreach initiatives to increase overall user population, establish and strengthen borrower relationships, and promote high quality, accessible library and information resources.				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Provides direct services to those unable to read standard print materials.				
Need Met	IMLS Strategic Plan priority - Prepare people to be full participants in their local communities and our global society by placing the learner at the center and supporting engaging experiences in libraries.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services.				
IMLS Focal Area	Lifelong Learning; Information Access; Institutional Capacity; Civic Engagement				
Outcome	WTBBL will increase awareness and participation of eligible individuals throughout the state in their services and programs.				
Supporting Strategy 3.1	Grow outreach and public awareness initiatives, developing strategic campaigns to connect specific, eligible user groups, particularly veterans, youth, and the elderly, with library service.				

Supporting Strategy 3.2	Enhance access to education, information, and literacy support for Washington’s youth through innovative programming, outreach, and statewide partnerships.	
Supporting Strategy 3.3	Increase access to WTBBL audiobooks through more local production in English and Spanish, duplication on demand, personalized readership programs, and download instruction and support.	
Supporting Strategy 3.4	Realign volunteer priorities, strengthen and expand the volunteer base.	
	Primary	Secondary
Intended Audience	Underserved and marginalized individuals	Library staff and other partners serving this population
Implementation Type	Statewide program	Training and outreach
Outcome	WTBBL will raise awareness of library services offered, increase user base through outreach to veterans, youth, non-native English speakers, and older adults who are not yet library patrons, and continue to connect residents with new, accessible reading material in the format they need, where they need it.	
IMLS Intent	Improve users’ general knowledge and skills. Improve users’ ability to participate in their community.	
Project Name / Description	The Washington Talking Book & Braille Library builds community and provides equal access to information and reading materials for Washington residents unable to read standard print.	

Goal 4.	Expand and enhance the provision of direct library and information services to incarcerated and hospitalized populations in support of education, literacy, recovery, recreation, and re-entry.				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Provides direct services to residents of these facilities and builds partnerships between DOC, DSHS, local libraries, and their communities.				
Need Met	Governor’s State Priority Issue – healthy & safe communities.				

Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services.
IMLS Focal Area	Lifelong Learning; Information Access; Civic Engagement
Outcome	Inmates of prisons and hospitals will increase their appreciation for, and understanding of, the value of library programs they receive focused on literacy, personal growth, and education.

Supporting Strategy 4.1	Provide direct library service to incarcerated and hospitalized populations to the extent allowed to staff of these institutions.	
Supporting Strategy 4.2	Work with the Department of Corrections (DOC) and other partners to identify re-entry resources and training, and make those available as part of a coordinated program to support inmates preparing for re-entry.	
Supporting Strategy 4.3	Partner with DSHS to expand support of active treatment and recovery for patients of Eastern and Western State Hospitals.	
	Primary	Secondary
Intended Audience	DSHS and DOC resident populations and facility staff	Library staff and other partners serving this population
Implementation Type	Statewide program	Collection development and programming
Outcome	Library users will gain increased awareness by their participation in programming, and develop enhanced skills and abilities as a result.	
IMLS Intent	Improve users' ability to obtain and/or use information resources. Improve users' ability to participate in their community.	
Project Name / Description	The Institutional Libraries serve state hospital and correctional facility residential populations, with the delivery of professional library and information services to support their needs. Each state hospital and correctional facility branch provides material for re-entry, recovery, education, and recreation, as well as a prosocial space where inmates can access resources needed to make positive changes.	
Supporting Strategy 4.4	Foster a deeper understanding and connection to literature and poetry through coordinated statewide therapeutic literacy programming such as Poetry Month, Summer Reading, and ILS Reads.	

	Primary	Secondary
Intended Audience	DSHS and DOC resident populations and facility staff	
Implementation Type	Programming	
Outcome	Library users will increase their literacy, love of reading, and personal growth as a result of WSL programs.	
IMLS Intent	Improve users' general knowledge and skills.	
Project Name / Description	The Institutional Libraries program.	

Goal 5.	Elevate the quality of library service and caliber of library staff through statewide projects, facilitation, consulting, grants, training, and modeling best practices to build capacity in libraries statewide.				
Timeline	2018	2019	2020	2021	2022
	→	→	→	→	→
Prioritization	Builds capacity to enhance library service to the local community and develops partnerships between local libraries and their communities.				
Need Met	IMLS Strategic Plan priority - Maximize the value of the library for the American public through excellence in public management, strategic alignment of resources, and prioritization of programmatic activities.				
Primary LSTA Purpose	Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services.				
IMLS Focal Area	Institutional Capacity				
Outcome	Library staff who participate in WSL projects and programs will increase their topical knowledge and skill level in order to serve their customers more effectively.				
Supporting Strategy 5.1	Provide training in a variety of formats to local library staff to enhance their knowledge, skills, and abilities in order to better serve their communities.				

Supporting Strategy 5.2	Develop and utilize standardized and effective project management practices for libraries receiving funding and undertaking projects.	
Supporting Strategy 5.3	Create grant opportunities that include professional training opportunities, resources, and service/program development.	
	Primary	Secondary
Intended Audience	Library staff	
Implementation Type	Training	
Outcome	Library staff working on LSTA funded grants and training will have increased knowledge and skills in order to produce clear milestones and concrete outcomes for use in project reporting.	
IMLS Intent	Improve the library workforce. Improve library operations.	
Project Name / Description	<p>Training serves library staff from all types of libraries in order to increase their effectiveness in working with their community.</p> <p>The K-12 Teacher-Librarian project facilitates the development of curriculum and training programs for teacher-librarians and other K-12 library staff around the state.</p> <p>The Youth Services project facilitates learning, interaction, and sharing of best practices for library staff in the area of early learning and youth services.</p> <p>Professional Development Grants allow local libraries the opportunity to send their staff to training events and to bring in trainers to enhance the knowledge and skills of library staff and trustees.</p> <p>Grants to Libraries fund development of new or enhanced library programs and services.</p>	
Supporting Strategy 5.4	Partner with libraries to build organizational capacity and deliver cooperative services in order to provide enhanced library service to the residents of the state.	
	Primary	Secondary
Intended Audience	All residents of the state	Library staff
Implementation Type	Statewide project	Consulting and training

Outcome	Residents of the state will gain increased benefit from the collaborative efforts of libraries.
IMLS Intent	<p>Improve users’ general knowledge and skills.</p> <p>Improve users’ ability to discover information resources.</p> <p>Improve users’ ability to obtain and/or use information resources.</p>
Project Name / Description	<p>The Statewide Database Licensing Project leverages the combined purchasing power of the state's nonprofit public, tribal, academic, K12, research, and hospital libraries to save literally millions of dollars in purchasing subscriptions to a suite of research database products.</p> <p>Off the Page: Downloadable Audiobooks and eBooks assists a wide range of Washington libraries in offering eBooks and downloadable audiobooks to their patrons by providing group purchase opportunities that make these formats more affordable, especially for smaller libraries.</p> <p>The Ask-WA program provides a range of online reference services for Washington residents by creating a network of collaboration and support among libraries through the state.</p> <p>Statewide Assistance to Libraries and Technology Services shares WSL staff expertise with libraries throughout the state in order to reduce local library expenses and increase the capacity of library staff to provide a higher level of service to their communities than might otherwise be possible.</p> <p>K20 Library Support and other IT Services develop and provide all users with access to information through reliable high speed Internet connectivity and infrastructure.</p> <p>Librarians Supporting Student Success provides library faculty in Community and Technical Colleges (CTC) training on teaching practices and assessment. These faculty will apply what they have learned at their local CTC.</p> <p>Develop new projects which enable libraries to leverage their collective knowledge and stimulate innovation.</p>

Section 4. Programs (Activities)

The use of LSTA funding may include: statewide projects; smaller projects targeted at specific needs; projects to take advantage of various opportunities including the implementation of emerging technology; or projects that target a specific segment of the Washington library community and their customers. The use of LSTA funding may range from technical assistance, to consulting and training, to the development of services and collaborative efforts, to competitive or criteria-based grant programs, to the purchase of equipment needed to support specific projects or grants. Typically, statewide projects developed with LSTA funding are one-to-four years long, although exceptions do exist. A range of programs and activities related to each of the goals may be found within Section 3. Goals and Strategies for 2018 – 2022.

Implementation and staffing of statewide initiatives may occur in a variety of ways, including through the assignment of WSL staff as project managers or through the hiring of temporary staff (staff whose tenure is tied to the duration of the project). At times, statewide projects or portions thereof may be completed under contract with other organizations or individuals.

In cases where a statewide project or portion thereof has been proposed for implementation under contract, a WSL staff person will be assigned liaison responsibilities and will provide oversight to ensure that WSL’s responsibility of assuring the proper use of federal funding has been met.

LSTA funds will be used to administer the LSTA program in accordance with IMLS and LSTA guidelines.

Section 5. Coordination Efforts

WSL encourages the development of partnerships and the coordination of resources to provide more effective service delivery. WSL will continue to work with other State agencies to coordinate resources, programs, and activities. Where appropriate, WSL will leverage other sources of funding to enhance federal and state investment in areas such as elementary and secondary education, early childhood education, workforce development, and other federal programs and activities that relate to library services.

Currently WSL is actively working in several partnership areas:

Project area	State Agency/Office Partnership	Approach
Youth services	Department of Early Learning Office of the Superintendent of Public Instruction Washington State University Extension services (4-H)	<ul style="list-style-type: none">• Serve on committee(s)• Explore common interests• Work together on projects and activities to further early learning
K-12	Office of the Superintendent of Public Instruction Washington State Board for Community and Technical Colleges	<ul style="list-style-type: none">• Explore common interests• Work together on projects and activities to further student learning

Project area	State Agency/Office Partnership	Approach
		<ul style="list-style-type: none"> • Work together to increase the number of summer feeding sites
Technology services	Washington K-20 Educational Network Education Service Districts (ESDs) Pacific Northwest Gigapop	<ul style="list-style-type: none"> • Serve on committee(s) • Administer network services to public libraries residing on the network • Contract troubleshooting and other service issues to local ESDs
Workforce development / Digital literacy	Work Source Washington Washington State Community and Technical Colleges Washington Department of Corrections	<ul style="list-style-type: none"> • Serve on committee(s) • Explore common interests • Work together on activities to further digital literacy and job readiness
Digitization / Access to electronic resources	Oregon State Library	<ul style="list-style-type: none"> • Explore common interests for partnering
Institutional Library Services	Washington Department of Corrections Washington Department of Social and Health Services State Board for Community and Technical Colleges	<ul style="list-style-type: none"> • Work together on activities to further successful re-entry into society
Washington Talking Book & Braille Library	Washington State School for the Blind (WSSB) Washington State Department of Services for the Blind	<ul style="list-style-type: none"> • Coordination of service
Ask-Wa virtual reference service	Washington State Four-Year Universities Washington State Community and Technical Colleges	<ul style="list-style-type: none"> • Cooperative purchasing • Coordinated service provision

The Washington State Library also partners with a variety of other organizations including the Orbis Cascade Alliance as we move toward working with the Digital Public Library of America; and Washington tribes as we continue to work with tribal libraries and cultural centers.

Section 6. Evaluation Plan

WSL will develop and conduct the evaluation of the LSTA program with the assistance of the LCW. The evaluation will be conducted in accordance with LSTA requirements. The evaluation report will be developed using an independent evaluation of the activities implemented with LSTA funding.

The evaluation plan will be inclusive of WSL's statewide programs and initiatives, grants program, those activities which are part of its services to the blind and physically handicapped, and those activities which are part of its services to residents of state institutions. Data sources may include:

- Baseline surveys, performance measures, and/or benchmarks and follow-up surveys to measure needs and the changes which have occurred;
- Annual review of the state's LSTA Five-Year Plan as compiled for the LSTA annual reporting process;
- Assessments or surveys that are part of workshops and training programs;
- Anecdotal evidence;
- Evaluation of grants to libraries including the overall impact of the project, as well as the extent to which individual project objectives were met;
- Focus groups and/or forums that are used to support statewide library development planning or the other activities of the Washington State Library; and
- Outcomes previously gathered.

With the implementation of this plan, the Washington State Library will be positioned to conduct periodic assessments of the various projects and programs underway.

Section 7. Stakeholder Involvement

WSL gathers information and advice from its stakeholders in several ways.

Advisory councils are integral to the way WSL conducts its business. The thirteen members of the LCW represent distinct facets of the Washington library community. Each year, Library Development asks the LCW to review its proposed work plan for use of the coming year's LSTA funds.

Major ongoing projects such as Statewide Database Licensing, Ask-WA (Virtual Reference), and Downloadable Audiobooks have advisory committees which advise the project manager on policies and direction.

Information and advice is also gathered from individuals, primarily the library community. Library Development staff uses the following methods:

- Booths at the library association conferences in the State of Washington. This allows individuals to ask questions and provide feedback in person, and for WSL staff to provide information.
- Statewide groups, such as:
 - Library Leadership Council (directors and deans of 2-year college libraries).
 - Public Library Directors
 - Tribal Librarians Group
 - Washington Public Libraries Cooperate! (focused on online resources)

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- Washington Library Association
 - Pacific Northwest Library Association
 - Project related site visits.

Library Development staff compile data on the use of LSTA funds by legislative district and by congressional district. These information sheets are used by agency management and the State Librarian in visits with legislators and members of Congress. They are also made available on WSL's website, <http://www.sos.wa.gov/library/libraries/projects/factsheets>. The congressional district fact sheets are posted at <https://www.sos.wa.gov/library/libraries/libDev/publications.aspx#factsheets>

While OFM might not seem a stakeholder, it is the budget arm of the Governor's Office. Through direct interaction with our policy analyst, legislators and legislative staff, WSL provides information relating to LSTA along with other state funded activities. OFM is able to observe the value of WSL's LSTA funded programs and recommend them to the governor.

The State Librarian reports directly to the Deputy Secretary of State, and indirectly to the Secretary of State. Continuous dialog between these stakeholders, the State Librarian, program managers, and Library Development staff provide a rich understanding of the value of LSTA funded projects and activities for our executive managers and other division directors which leads to broad support of WSL.

The State Librarian, Library Development Program Manager and Library Development staff interact daily with members of the library community, including library directors and trustees, on a variety of issues relating to programs funded through LSTA. Prompt and knowledgeable response of WSL staff to stakeholders has created a community that has supported WSL over many years.

Section 8. Communications/Public Availability

Like all other WSL activities, this Plan is a component of the Washington State Library 2017 Strategic Plan. Customers and their satisfaction with services are a driving force for WSL's operation. The agency relies heavily on formal and informal customer assessment and other feedback to set priorities and to design, deliver, and evaluate programs and services. WSL leadership believes that public policy is enhanced by the involvement of those affected by that policy.

WSL will use a variety of methods in publicizing the LSTA Plan and the services that result from it. These include:

- Providing the LSTA Plan to LCW for sharing among its various constituencies.
- Posting the Plan and related documents on the Library's website at <https://www.sos.wa.gov/library/libraries/dev>.
- Announcing the plan and activities which result from the plan on major library association lists, which include those maintained by the Washington Library Association and its major divisions, Library Leadership Council, and the Association of College and Research Libraries-Northwest Chapter.
- Announcing the plan and activities which result from the plan in *WSL presents: News from Washington Libraries* online newsletter.

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- Using Facebook, Twitter and other social media to further create awareness of the Plan and the projects and activities that follow.
 - Posting grant and other announcements on the major library association lists.
 - Using opportunities to offer presentations and exhibits at conferences. WSL typically has a booth at the major conferences for the Washington Library Association at which it provides information about LSTA-funded activities and services. The Washington State Librarian attends twice-yearly meetings of the state’s public library directors where she speaks about WSL and LSTA. The Washington State Librarian and/or the Library Development Manager attends the meetings of the Library Leadership Council, i.e., two year college library deans and directors either in-person or virtually.
 - WSL staff members also receive feedback throughout the course of their work, through in-person conversations, phone and e-mail conversations, and via the feedback link on the WSL website.
 - Other methods of outreach may also be used.

Section 9. Monitoring

Monitoring the implementation of the plan and the success in meeting the various goals listed within the plan will be the responsibility of both WSL staff and LCW.

Individual programs and projects will be reviewed on an annual basis when developing the LSTA State Programs Report.

Sub-grants will be monitored by WSL staff on a regular basis using a variety of methods including site visits, review of quarterly reports and final reports, and claims for reimbursement.

Outcomes and related assessment activities will be developed and implemented as a normal part of project planning and operation.

Periodic auditing of the federal program and sub-grantees will be conducted by the Washington State Auditor’s Office.

Success in implementing the plan will also be assessed as part of the LSTA Plan five-year evaluation process.

Deviations from the LSTA Plan will be handled by WSL staff in consultation with affected parties and, when necessary, IMLS.

Section 10. Compliance and Assurances

The following pages contain the required certifications and assurances and are separately attached to the LSTA Plan:

- Assurances for Non-Construction Programs
- State Legal Officer’s Certification of Authorized Certifying Official
- Assurance of compliance with Internet Safety requirements