LSTA FIVE-YEAR PLAN
2008 – 2012

**For submission to the
Institute of Museum & Library Services**

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**Utah State Library Division
250 North 1950 West, Suite A
Salt Lake City, UT 84116**

INTRODUCTION

This Five-Year Plan for the use of *Library Services and Technology Act* (LSTA) funding sets forth the principles, State Library mission statement, vision, needs, goals, evaluation plan, and programs for administering Utah's LSTA program from 2008-2012. It defines stakeholders and their roles, and the communication and monitoring procedures that will assure the involvement of the library community and library users in the implementation of the LSTA program in Utah. The Utah State Library Division has developed this plan under the authority of the Utah State Library Board with the assistance of the Utah LSTA Advisory Council. It was approved by the Utah State Library Board in May, 2007, and submitted to the Director of the Institute of Museum and Library Services (IMLS) in compliance with federal requirements. It was revised in July 2007 based on recommendations from the Director of IMLS and our Program Officer to more specifically align with the six goals of LSTA.

In administering the plan, the Utah State Library Board, Utah LSTA Advisory Council, and the Utah State Library will be guided by the principles given below:

- LSTA funds will be used 1) to support libraries in delivering technology-based information services to Utah residents; and 2) to promote equity in access to basic library services across the state for those having difficulty accessing library services, including individuals with disabilities.

- LSTA funds cannot substitute for adequate sustained financial support from Utah's local governments, school districts, institutions of higher education, and other similar sponsoring institutions and agencies. Instead, LSTA grants provide incentives for increased local government, school district, or institutional financial support for library service. Grants should not supplant local initiative and should not be used to support ongoing operations.

- LSTA grants will be directed toward the goals set forth in this plan. All goals have an equal priority; however, the LSTA Advisory Council and State Library Board will take into consideration other opportunities available within the state from both public and private sources for funding for library services in making funding allocations and grant decisions.

- LSTA funds are intended to improve overall equity and encourage reciprocity among libraries in both the benefits they receive and the contributions they make within the broader pattern of library service within Utah.

- LSTA funds will be administered both through competitive grants, and to support statewide services. The Utah State Library acknowledges the strategic importance of both competitive and noncompetitive grants in stimulating the development of library services in Utah, and is committed to a strong grants program.

MISSION

The mission of the Utah State Library is to <u>develop</u>, <u>advance</u>, and <u>promote</u> library services and access to information.

VISION

The Utah State Library works to provide equal access to information and library resources to all Utah residents by providing:

- leadership and partnership with the Utah Department of Community and Culture, and other government entities and groups, and organizations that share common goals;
- library services for the blind and disabled;
- training and services for our customers (delivered in their communities where they work and live) in the effective performance of their public responsibilities, and in the use of rich and diverse information technologies and resources;
- quality information resources to public library customers and state agencies via *Public PIONEER* (http://pioneer.utah.gov);
- permanent public access to government publications through Utah Government Publications Online (http://publications.utah.gov) and a system of depository libraries;
- funding and organizational support for public, academic, school, and special libraries in Utah;
- bookmobile service for Utah's rural residents.

The Utah State Library strives to keep its services relevant and effective by assessing needs, planning responses, and evaluating results in a dynamic cycle.

NEEDS ASSESSMENT

The Needs Assessment employed methodologies and drew upon sources designed to provide high quality and relevant information from constituent library communities and the Utah State Library staff at a moderate cost in time and resources. They include:

- Focus Group Interviews—seventeen face-to-face interview groups held with academic, special, school, and public librarians, and public library patrons statewide (September/October, 2006)
- Statewide Online Survey— 91 respondents from academic, school, and public libraries, and library boards (December, 2006)
- Personal Interviews—face-to-face / one-on-one / statewide with 21 Hispanic patrons of public libraries that participate in the Services for Spanish-Speakers Project (October/November, 2006)
- Knowledge and judgment of Utah State Library staff

GOAL I
Increase the ability of Utah's libraries to provide quality information services and resources to their patrons by providing access to Internet-based educational, recreational, and informational resources, and by providing materials available from other libraries.

LSTA PURPOSES:
1) **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;**

2) **Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;**

3) **Provide electronic and other linkages between and among all types of libraries.**

Need 1: Information Content, Accessibility, and Resource-Sharing
Public Pioneer and resource sharing among Utah's libraries are judged to be two of the most significant results of the use of LSTA dollars. There are other activities related to information content and accessibility that need continuing LSTA funding. A federated search capacity for *Pioneer* would simplify its use. Support for cataloging services has increased the quality of catalog records. Too few libraries provide effective access to their information resources over the web. An online multi-catalog search of the holding of Utah's larger public libraries has extended access to their holdings. Making audio books available over the Internet through public libraries statewide has proved to be highly popular. These diverse activities are all of value, and will require dynamic responses over time in the use of LSTA dollars.

Solutions and Potential Benefits
USL will offer online resources through *Public Pioneer* to meet the information needs of public library patrons. We will explore innovative ways to provide these resources such as federated searching and making additional resources available in a variety of media. We will offer financial support for libraries making their resources available to others in the state and will continue and expand automated catalog services and Internet access for bookmobile libraries. Library patrons will acquire the information they need through electronic resources. Library patrons statewide will access to materials through interlibrary loan.

Programs for 2008-2012:
1) Improve bibliographic access to library collections;
2) Improve resource sharing among Utah's libraries by providing the Lender Support Program; which rewards those libraries that lend to other libraries;
3) To maintain a statewide virtual catalog that provides access to the holdings of Utah's larger public libraries;
4) Provide Integrated Library System services for Bookmobile and state agency libraries;
5) Investigate the use of open source cataloging for Utah libraries;
6) Provide interlibrary loans for state agencies and smaller public libraries;
7) Operate and administer *Public Pioneer* providing online resources for all Utah residents;
8) Provide training on interlibrary loan, cataloging, and *Public Pioneer* resources through a wide variety of methodologies and evolving technologies;
9) To fund the membership of Utah libraries in a multi-state cooperative (BCR) that allows them to participate in interlibrary loan, cataloging, training, and discounts on library-related products and databases, and gives Utah's libraries a voice in the governance of BCR and OCLC.

Key Output Targets
- Usage of *Public Pioneer* resources will increase by 25% at the end of 2012.

- 5% increase from 2008-2012 in the number of materials loaned from Utah libraries to other Utah libraries (interlibrary loan), or to customers in other jurisdictions.

Key Outcome Targets
- 90% of public libraries using State Library interlibrary loan services will report they are satisfied with the service by 2012.

- 80% of library users surveyed who have used *Public Pioneer* will report that it provides them with resources and information they are unable to obtain from their library's shelves or from the free Internet.

Goal II

To support the diffusion of library resources, services, and information via the Internet; providing public access to unique historical materials related to Utah.

LSTA Purposes:

1) 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;

2) Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;

3) Provide electronic and other linkages between and among all types of libraries;

4) Develop public and private partnerships with other agencies and community-based organizations.

Need 1: Information Content, Accessibility, and Resource-Sharing

Utah is almost unparalleled in the quality and the amount of information available in its libraries about the development of the western United States and the Church of Jesus Christ of Latter-Day Saints. Many of these resources which include correspondence, photographs, negatives, yearbooks, and newspapers are in frail condition and need to be preserved for the residents of Utah, the United States, and other countries. Digitization, most notably through the Mountain West Digital Library (MWDL), has extended access to previously inaccessible resources to many Internet users from Utah residents (including school children working on history fair projects) to world renowned historians. The MWDL is a collaborative effort between Utah's academic, public, and special libraries, museums, and newspaper publishers.

Solutions and Potential Benefits

USL will continue to collaborate with the MWDL to encourage digitization initiatives from Utah's libraries to preserve our history and heritage for generations to come.

Programs for 2008-2012:

1) To provide training and financial support through a competitive sub-grant program to increase the number of public libraries offering services via the Internet (to include such resources as an online public catalog, *Public Pioneer*, placing holds on items, making payments of fines, registration, readers advisory, etc.)
2) To provide, in collaboration with the Utah Education Network (UEN), information resources through Internet-based services on the *Public Pioneer* website, promoting equitable access across the state, and serving a wide range of users; to provide training to public library staffs on how to use and market *Public Pioneer* resources.
3) To provide financial support through a competitive sub-grant program for the digitization of unique Utah-related historical materials accessed through the Mountain West Digital Library.

Key Output Targets

- 25% increase from 2008-2012 in the number of public libraries having a website with an online public catalog (there are 33 in 2007; target is 50 in 2012).

- 10% increase in the number of materials digitized with LSTA funds from 2008-2012.

Key Outcome Targets

- 90% of libraries will report through customer survey that the use of their online catalog and other Internet-based services has proven successful.

- 20% increase in the number of uses/accesses of images digitized with LSTA funds from 2008-2012.

GOAL III

Enable Utah's libraries to maintain an up-to-date and robust technology infrastructure in order to assure that Utahns can access networked information efficiently and effectively through their libraries.

LSTA PURPOSES:

1) **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;**

2) **Develop library services that provide all users access to information through local, state, regional, national, and international electronic networks;**

3) **Provide electronic and other linkages between and among all types of libraries.**

Need 2: Information Technology Infrastructure

Librarians, particularly those in smaller to mid-sized libraries and media centers, report that upgrading old, and acquiring new technology has been made possible through LSTA funding. Computer upgrades are a continuing need. There are seemingly never enough computers to meet the high patron demand reflected in long waiting lines and short allotted times. A few libraries have moved to wireless Internet access, which in the future will free up library computers as patrons use their own computers in the library. With the constantly growing complexity of information technology and the increasing reliance upon technology for access to information and library services, the issue of technology support services for library systems is more pressing now than it has ever been. More workstations, enhanced library systems, and more reliable and accessible IT support are greatly needed. Librarians need to be able to extend and sustain the information capacity of their libraries by acquiring and maintaining a state-of-the-art IT infrastructure.

Solutions and Potential Benefits

The USL will administer competitive sub-grants for IT infrastructure including wireless access. We will try to increase local commitment to support and supplement grants by encouraging local dollar match for grants for the purchase of computers and related technology. Line-item budgets for library technology will be strongly encouraged. Local governments will be encouraged to establish responsible budgeting practices with their libraries in which information technology maintenance and upgrades are supported so that Utah libraries will become self-sufficient for their technology needs. Library patrons will benefit directly from of all of these factors.

Programs for 2008-2012:

1) Administer a competitive sub-grant program to provide academic, special, school, and public libraries (including those provisionally certified) LSTA funding for any library technology that improves public access to a library's collections or to other information resources accessible over the Internet. Such technology could include:

   a) Basic library automation required for public library certification;
   b) Workstations & software that support the operation of the library or related equipment for Internet access;
   c) Telecommunications upgrades;
   d) Communications devices and software;
   e) Integrated library systems;
   f) Web-based catalogs;
   g) RFID (Radio Frequency Identification Technology)

2) Library staff will receive guidance and training on the effective operation, management and maintenance of their information technology systems, state and federal filtering requirements, and policy and budget implications.

3) Maintain grant administrative procedures including: a) grants website; b) grant calendar; c) online grants handbook; d) workshops on how to apply for sub-grants; and e) audit procedures to meet state and federal requirements.

Key Output Targets

- % of sub-grant applications received that are from first-time grant applicants will increase 10% each year from 2008-2012

Key Outcome Targets

- An additional 15% of grant evaluations will incorporate outcome based evaluation (OBE) measures each year from 2008-2012.

- Grantees will spend an amount equal to at least 20% of their LSTA mini-grant each round from 2008-2012.

GOAL IV

Serve targeted populations in Utah that require customized assistance in accessing library and information services and materials by assisting Utah's libraries to acquire special equipment, hardware and/or software, to build collections in customized formats or in languages other than English, or to offer customized training opportunities, in-house or outreach programs.

LSTA PURPOSES:

5) **Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;**

6) **Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line.**

Need 3: Services to Special Needs Populations

Special Needs populations are growing in Utah. The number of blind and visually impaired persons increases as the population ages. Libraries need to use current technology to help meet the needs of these people. Non-English speaking populations are projected to increase dramatically over the coming decades. Concerns for literacy support, training, and services reflect the acknowledged importance of the ability to read in being successful in all aspects of a person's life. Targeted populations extend from infants and pre-schoolers, to youth, troubled teens, and special needs adults, including the blind and disabled. Librarians need training, assistance, and resources to deliver library services to special needs, minority, and other underserved populations.

Solutions and Potential Benefits

USL will provide training, support, and dollar resources to libraries so they can more effectively address the literacy and library needs of minority and special needs populations. Librarians will be sensitized to the literacy and library needs of specialized populations and will receive guidance and training in approaches to outreach, materials selection, program planning and evaluation. Persons with specialized needs will benefit directly.

Programs for 2008-2012:

1) Provide access to library materials in special formats (including large print) to Utah citizens;

2) Implement Phase II to digitize the recording program at USL and Department of Corrections;

3) Expand the Radio Reading Service to a 24/7 schedule with additional new material and to stream the radio program onto the Library for the Blind and Disabled web site;

4) Provide an annual summer reading program for Utah's public libraries for children and teens and related training for public library staff;

5) Partner with other library groups to provide the Utah Kids Ready to Read! (UKRTR) Program training;

6) Provide training, tools, and resources to help public libraries and library media centers serve Spanish speaking clientele;

7) Provide bookmobile services to rural Utah communities without public libraries;

8) To provide sub-grant funding, training, leadership, and administrative support for customized projects for the following special-needs populations: a) individuals with visual or learning disabilities; b) individuals who are institutionalized; c) individuals whose primary language is not English; d) individuals with limited literacy; e) other specialized populations such as infants, home schooled, after school groups, immigrants, ethnic groups, senior citizens, and at risk youth; f) rural populations and g) those requiring assistive technology;

9) To provide training and guidance for library staff on planning for and using assistive technology to serve Utahns with special needs.

Key Output Targets

- Integrate annually through 2010 four to six public libraries into the "Services for Spanish-speakers Project"

- 2% annual increase in the number of qualifying individuals served.

- 5% increase in the annual circulation of blind library materials

- Number of active bookmobile customers will increase by 10% annually.

- The number of public libraries that offer a Young Adult summer reading program will increase by 10% annually.

Key Outcome Targets

- The number and percentage of staff who report knowing more about emergent literacy as a result of participating in a UKRTR workshop.

- The percentage of libraries that have integrated UKRTR skills into their children's programming as a result of training will increase by 40% by 2012.

Utah's LSTA Goals, 2008-2012

These goals relate directly to the purposes of LSTA as specified in federal legislation and are supported by the needs assessment outlined above. In administering the plan, the Utah State Library will spend at least 96% of the total amount of funds received for the purposes of LSTA. Administrative expenses, not to exceed 4%, will be allocated to meeting expenses for the LSTA Advisory Council, travel expenses (either in-state or out-of-state) associated with the administration of LSTA, and staff salaries for time spent on LSTA administration.

The plan proposes two broad approaches to achieving its goals: statewide services and sub-grants.   Statewide services support two types of activities: (1) activities benefiting all or most of Utah's libraries directly or indirectly (examples include the *PIONEER: Utah's Online Library* and the Statewide Summer Reading Program and (2) activities benefiting a group of users with special library needs – for example, regional library service for the blind and visually impaired. Sub-grants make available LSTA funds for individual or cooperative library projects meeting the purposes of the goals of this plan. Eligibility requirements for applicants are described below.

Type of Library	Eligibility Requirements
Public Libraries	City and County libraries: Must be fully or provisionally certified under the *Standards for Utah Public Libraries* (July, 2006) by the Utah State Library. Public institutional libraries: Must receive 50% or more of its operating funds from the sponsoring institution, have an organized collection, a materials budget, provide service to the institution's client population, and employ a librarian who has an MLS degree or is enrolled in the UPLIFT Certification Training program.
Academic Libraries	Must be a Utah member of the Utah Academic Library Consortium (UALC), provide public access to its collection, and participate in interlibrary loan resource-sharing services to libraries in Utah.
Research and/or Private Libraries	Must be certified as eligible by the State Library Board based on the requirement that the library must make publicly available library services and materials suitable for scholarly research not otherwise available to the public, and that the library is not an integral part of an institution of higher education.

Public Elementary and Secondary School Library Media Centers	The public school (including charter schools) must provide an accessible and organized collection; have a Board approved, district or building-level collection development policy and an ongoing line-item budget for library materials. Additionally, certified school library personnel must be assigned responsibility for library media programs. A single proposal submitted through the school district office may represent the request from one school, a multi-district consortium, many school library media centers, or multi-type libraries, i.e., school and public and/or academic libraries, working together. If neither the school library personnel nor the district supervisor holds library media certification, a certificated library media teacher within the district must be directly involved in the administration, implementation, evaluation, and reporting of the LSTA grant.
Library Consortia	Formally established consortia of libraries, all of whose members meet the eligibility criteria above, may also apply for LSTA grants. The application must be submitted by one library on behalf of the consortium. The applying library shall serve as the administrative and fiscal agent for the grant.
Utah State Library	In addition to being the agency of Utah's government charged to administer state and federal programs in support of Utah's libraries, the Utah State Library Division is also a library. As the State Library, it holds the statutory charge of providing access to government information. The Division's use of LSTA dollars under its statewide services to fund the computer hardware and/or software components of this essential task, or other tasks related to it will be reviewed and approved by the Utah LSTA Advisory Council and the Utah State Library Board.

Grant Process

Annually, the State Library Board will review the anticipated funding for LSTA, anticipated needs for continuing statewide services, and recommendations from the LSTA Advisory Council and State Library staff. They will approve an overall amount to be reserved for the continuing statewide services shown in this plan and allocate remaining funds to the LSTA Competitive and Non-competitive grant programs. The competitive grant program will include Mini, Regular, and Major grants as defined annually in the LSTA Grants Handbook. The announcement of each round of grants will be contingent upon the amount and timing of federal appropriations. Staff will prepare an annual grants calendar, application forms, and an annual LSTA Grants Handbook, which will include such items as the following:

- A description of the requirements for all LSTA grants, local matching requirements for competitive grants, and other administrative requirements;
- A description of the general procedures to be followed by the State Library staff, LSTA Advisory Council and the State Library Board in awarding grants and administering the grants program; and
- Procedures for grant administration, contracts, payments, and audit requirements.

EVALUATION PLAN

GOAL	OUTPUT/OUTCOME TARGETS
GOAL I *Increase the ability of Utah's libraries to provide quality information services and resources to their patrons by providing access to Internet-based educational, recreational, and informational resources, and by providing materials available from other libraries.*	**Key Output Targets** • Usage of ***Public Pioneer*** resources will increase by 25% at the end of 2012. • 5% increase from 2008-2012 in the number of materials loaned from Utah libraries to other Utah libraries (interlibrary loan), or to customers in other jurisdictions. **Key Outcome Targets** • 90% of public libraries using State Library interlibrary loan services will report they are satisfied with the service by 2012. • 80% of library users surveyed who have used ***Public Pioneer*** will report that it provides them with resources and information they are unable to obtain from their library's shelves or from the free Internet.
Goal II *To support the diffusion of library resources, services, and information via the Internet through networked information to provide access to primary source historical materials to Utahns of all ages studying their heritage.*	**Key Output Targets** • 25% increase from 2008-2012 in the number of public libraries having a website with an online public catalog (there are 33 in 2007; target is 50 in 2012). • 10% increase in the number of materials digitized with LSTA funds from 2008-2012. **Key Outcome Targets** • 90% of libraries will report through customer survey that the use of their online catalog and other Internet-based services has proven successful. • 20% increase in the number of uses/accesses of images digitized with LSTA funds from 2008-2012.
GOAL III *Enable Utah's libraries to maintain an up-to-date and robust technology infrastructure in order to assure that Utahns can access networked information efficiently and effectively through their libraries.*	**Key Output Targets** • % of sub-grant applications received that are from first-time grant applicants will increase 10% each year from 2008-2012 **Key Outcome Targets** • An additional 15% of grant evaluations will incorporate outcome based evaluation (OBE) measures each year from 2008-2012. Grantees will spend an amount equal to at least 20% of their LSTA mini-grant each round from 2008-2012.

	Key Output Targets
GOAL IV *Serve targeted populations in Utah that require customized assistance in accessing library and information services and materials by assisting Utah's libraries to acquire special equipment, hardware and/or software, to build collections in customized formats or in languages other than English, or to offer customized training opportunities, in-house or outreach programs.*	• Integrate annually through 2010 four to six public libraries into the "Services for Spanish-speakers Project" • 2% annual increase in the number of qualifying individuals served. • 5% increase in the annual circulation of blind library materials • Number of active bookmobile customers will increase by 10% annually. • The number of public libraries that offer a Young Adult summer reading program will increase by 10% annually. **Key Outcome Targets** • The number and percentage of staff who report knowing more about emergent literacy as a result of participating in a UKRTR workshop. • The percentage of libraries that have integrated UKRTR skills into their children's programming as a result of training will increase by 40% by 2012.
Overall LSTA Five-Year Plan	In 2011, the State Library Board, the LSTA Advisory Council and the State Library will evaluate what further information might be helpful to fully understand the impact of the third LSTA Five-Year Program. Methodologies similar to those used in the first and second Five-Year Evaluations (focus groups, general surveys, consultant reviews in selected areas) will most likely be utilized.

STAKEHOLDER INVOLVEMENT PROCEDURES

Stakeholder	Roles/Responsibilities In the Planning and Implementation Process	Timeframe for Involvement
Utah State Library Board This statutory nine-member board is the official policy body for the State Library Division appointed by the Governor. Four members are appointed on recommendation from the following agencies: the State Office of Education, the Board of Control of the State Law Library, the Office of Legislative Research and General Counsel, and the Utah System of Higher Education. Of the remaining five members, two must represent rural areas of the state.	Planning Process: • Advise on needs, policy, and planning issues • Review/discuss drafts of the plan • Final plan approval Implementation: • Appoint the LSTA Advisory Council and approve its role in implementing the plan • Approve any revisions to the plan • Allocate LSTA funds annually among programs and grant categories • Approve eligibility for private/research libraries • Approve all major grants and serve as the appeal body for regular grants • Advise on the evaluation of the 2008-2012 Five-Year Plan • Approve the final Five-Year Plan evaluation report in 2012	June 2006 through May 2007 October 2007 through September 2012
Utah LSTA Advisory Council The State Library Board has constituted an advisory council for Utah's LSTA program. The 13 member Council includes: 4 library users representing urban areas, rural areas, minority/socioeconomically disadvantaged persons, and disabled persons; 1 public library trustee; 2 public library representatives (large and small), 2 academic library representatives (large and small), 3 school library representatives (state, district, and school), and 1 special library representative.	Planning Process: • Represent the interests of the Utah library community and library users • Contribute expertise and judgment to the development of the plan • Review/discuss drafts of the plan • Recommend plan approval to the State Library Board Implementation: • Review/recommend approval of plan revisions to the State Library Board • Advise the State Library staff and Board on policy issues affecting plan implementation • Advise the State Library staff and Board on the development of the annual LSTA Grants Handbook • Attend all Council meetings, contribute expertise and judgment to the grant review process, and participate with the State Library staff in site visits to applicant libraries. • Review all regular grant applications • Recommend approval of regular grants to the State Librarian. • Serve as the appeal body for mini grants • Advise on the evaluation of the 2008-2012 Five-Year Plan • Recommend approval of the final Five-Year Plan evaluation report to the State Library Board in 2012	June 2006 through April 2007 October 2007 through September 2012

Professional Organizations: • Utah Library Association • Utah Educational Library Media Association • REFORMA de Utah • Utah Health Sciences Library Consortium	Planning Process: • Represent the interests of the Utah library community and library users • Review/discuss drafts of the plan Implementation: • Monitor LSTA-related activities • Communicate issues/concerns to the LSTA Advisory Council & State Library staff.	June 2006 through May 2007 October 2007 through September 2012
Governmental Organizations: • Utah Department of Community & Culture • Utah Division of State History • Utah State Law Library • Utah Division of Archives • Utah Department of Transportation • Utah Division of Services for the Blind and Visually Impaired • Utah School for the Deaf and Blind • Utah Education Network • Utah State Office of Education • Utah System of Higher Education • Utah Academic Library Consortium	Planning Process: • Represent the interests of the organization with respect to library services • Review/discuss drafts of the plan Implementation: • Monitor LSTA-related activities as needed • Communicate issues/concerns to the LSTA Advisory Council & State Library staff.	June 2006 through May 2007 October 2007 through September 2012
Utah Library Community: • Library Directors • Library Staff • Public Library Trustees • Library Users/General Public	Planning Process: • Review/discuss drafts of the plan Implementation: • Monitor LSTA-related activities • Communicate issues/concerns to the LSTA Advisory Council & State Library staff.	June 2006 through May 2007 October 2007 through September 2012
Elected/Appointed Officials: • Local • State • National	Implementation: • Receive reports from State Library staff, Board, and LSTA Advisory Council on LSTA-related activities	October 2007 through September 2012

Utah State Library Staff	Planning Process:
	   • Advise on needs, policy and planning issues
	   • Represent and communicate the interests of libraries
	   • Review/discuss drafts of the plan
	
	Implementation:
	   • Monitor LSTA-related activities
	   • Manage LSTA grants and statewide services
	   • Communicate issues/concerns to the LSTA Advisory Council and State Library administration
		June 2006 through May 2007
		
		October 2007 through September 2012

COMMUNICATION PROCEDURES

Message	Stakeholders	Channel	Timing	Feedback
Drafts of Five-Year Plan	Utah State Library Board	Print/electronic drafts, Meetings	05-16-2007	Review/comments; Final approval
	Utah LSTA Advisory Council	Print/electronic drafts, Meetings	04-27-2007	Review/comments; Recommend approval to the State Library Board
	Professional Organizations, Government Agencies, Library Community	USL website	04-27-2007	Review/comments
Final Five-Year Plan and Its Implementation	Utah State Library Board	Meetings, USL Newsletter, Reports, Letters/other communications	2008-2012	Receive reports, updates and comments; Review policies and issues; Make grant decisions and funding allocations
	Utah LSTA Advisory Council	USL Website, Email, USL Newsletter, Meetings, Reports, Letters/other communications	2008- 2012	Receive reports, updates and comments; Review policies and issues; Review grants & make recommendations
	Professional Organizations; Government Agencies, Library Community	USL Website, USL Newsletter, Email	2008-2012	General knowledge of LSTA plan, programs, services and grant opportunities
Substantive Plan Revisions	Utah State Library Board	Meetings, USL Newsletter, Reports	IMLS deadlines	Review, comments; Final approval
	Utah LSTA Advisory Council	USL Website, Email, Meetings	IMLS deadlines	Review/comments; Recommend approval to the State Library Board
	Professional Organizations, Government Agencies, Library Community	USL Website, Email	IMLS deadlines	Review/comments
Plan Evaluation & Outcomes	All stakeholders	Meetings, Presentations, USL Newsletter, Reports, USL Website	3rd 5-year evaluation	Application of outcomes information in new contexts

MONITORING PROCEDURES

Elements to be Monitored	Participants In Process	How Monitoring will be Accomplished	When/ How Often?	Corrective Actions/ Revisions
Mission Statement	Utah State Library Staff Utah State Library Board	On-going observation and review	In coordination with the submission of the State Library's strategic plan to the Department of Community and Culture.	Revisions approved by State Library Board and reported to IMLS.
Needs Assessment, Goals, Programs and Activities, and Grant Procedures	Utah State Library Staff, Utah State Library Board, Utah LSTA Advisory Council, Sub-grantees	Observation of library conditions Trend review & analysis Consideration of client comments Review of grant activity patterns Findings from pre- & post-grant visits Analysis of pre- & post-grant data Review of final grant evaluation and annual State-wide service program reports	Continuous monitoring, supplemented with the annual planning meeting of the LSTA Advisory Council.	Revisions to be reviewed by the LSTA Advisory Council, submitted for approval to the State Library Board, and reported to IMLS.
Evaluation Plan Data and Outcomes	Utah State Library Staff, Utah LSTA Advisory Council, Utah State Library Board, Sub-grantees	Observation of library conditions Analysis of relevant FSCS data Analysis of data required by the evaluation or needed to obtain a full picture of the LSTA program impact Review of final grant evaluation and annual statewide service program reports	Continuous monitoring supplemented with the annual planning meeting of the LSTA Advisory Council.	Revisions to be reviewed by the LSTA Advisory Council, submitted for approval to the State Library Board, and reported to IMLS.
Financial Data	Utah State Library Staff, Sub-grantees	Review of final grant evaluation and annual statewide service program reports Review of desk and on-site audits	Annual review.	Action by staff as needed to resolve issues with Sub-grantees.
Reporting	Utah State Library Staff, Utah LSTA Advisory Council, Utah State Library Board	Assessment and consolidation of all information noted above	Annual reports, five-year evaluation, and other data submitted to IMLS as requested in a timely manner.	Action by staff as needed to resolve issues with IMLS.

GLOSSARY

Term	Definition
BCR	The Bibliographical Center for Research (BCR) is a nonprofit, multistate library cooperative providing library and information services to more than 900 voting-member libraries in 39 states and Canada, including libraries in the 12 member states of Alaska, Colorado, Hawaii, Idaho, Iowa, Kansas, Montana, Oregon, Nevada, Utah, Washington and Wyoming.
DIRECTIONS	*DIRECTIONS ForUtah Libraries* is the online newsletter of the Utah State Library.
IMLS	The Institute of Museum and Library Services (IMLS) is an independent Federal agency that fosters leadership, innovation, and a lifetime of learning by supporting the nation's museums and libraries. Created by the Museum and Library Services Act of 1996, P.L. 104-208, IMLS administers the Library Services and Technology Act and the Museum Services Act.
LSTA	The Library Services and Technology Act (LSTA), part of the Museum and Library Services Act, authorizes federal library funding. Funding is administered primarily through formula grants to states for technology and service to the underserved.
LSTA Advisory Council	The thirteen members of the Utah LSTA Advisory Council assist the State Library in the distribution and use of federal LSTA funds. See the Stakeholders section for Council membership.
Mountain West Digital Library	The Mountain West Digital Library (MWDL) (http://155.97.12.155/mwdl/) makes available over the Internet digitized information resources of particular interest to Utahns. It is a collaborative effort headed up by the Marriott Library, University of Utah, and has been strongly supported by LSTA funding.
OCLC	OCLC is a nonprofit membership organization and global library cooperative serving 41,000 libraries in 82 countries and territories around the world. Its mission is to further access to the world's information and to reduce library costs by offering services for libraries and their users.
PIONEER	PIONEER, Utah's Online Library: Public PIONEER (http://pioneer.utah.gov) is a virtual library created by the Utah State Library in cooperation with Utah's public libraries, public and higher education. In addition to the Public PIONEER website aimed at all Utah residents, there are two other websites under the PIONEER banner: Academic PIONEER, designed to meet the needs of university and college students, and K-12 PIONEER, designed for Kindergarten through 12th grade students and teachers.

REFORMA de Utah	REFORMA de Utah is a chapter of the national REFORMA organization, an affiliate of the American Library Association. The REFORMA de Utah chapter helps libraries in the following areas: translation, training, collection development and information about vendors of Spanish language materials, programming, outreach to the Spanish-speaking populations (children, YA, adults), promotional strategies, idea sharing, and recruitment.
Services for Spanish-speakers Project	A project of the Utah State Library that provides to qualifying public libraries dollars for collection development, and consulting and training to librarians on building library services for Spanish-speaking patrons and on out-reach to the Spanish-speaking members of the community. In 2007, eighteen public libraries were participating. During the period of the LSTA Five-Year Plan 2008-2012 it is expected that the number of participant libraries will reach 30 or more.
UALC	The Utah Academic Library Consortium (UALC) includes all public and private academic libraries in accredited institutions of higher education in Utah and the Utah State Library. It fosters cooperation in continually improving the availability and delivery of library and information services to the higher education community, to the State of Utah.
UELMA	The mission of the Utah Educational Library Media Association (UELMA), a professional association, is to provide professional support, leadership and enrichment for school library media educators and associates.
UEN	Utah Education Network (UEN) has as its mission to: provide the citizens of Utah access to the highest quality, most effective instructional experiences, educational administrative support services, and teacher/faculty resources which will assist in achieving improved student learning; more effective communications among learners, teachers, faculty, and parents; and greater efficiency in achieving statewide educational objectives. These services will be delivered, regardless of location or time, through seamless, technology rich, communications networks linking schools, libraries, and homes to world-wide information networks, as well as businesses, and industries.
ULA	The mission of the Utah Library Association (ULA) is to serve the professional development and educational needs of its members and to provide leadership and direction in developing and improving library and information services in the state. ULA supports and provides continuing education programs for Utah librarians and library employees, especially at its annual spring conference. The Association also initiates and supports legislation promoting library development and monitors legislation that might threaten Utah libraries and librarians.
UPLIFT	Utah Public Library Institute for Training (UPLIFT) is the "umbrella" for the State Library Division training programs for the Utah library community. Components of UPLIFT include basic certification training, advanced training, trustee training (UPLIFT-T), UPLIFT Professional Development and UPLIFT Organization Resource Grants, and support for a variety of other continuing education and professional development opportunities.
USL	The Utah State Library (USL) is the state agency charged with statewide library development. It operates under the Utah Department of Community and Culture, and administers the Utah LSTA program.