Utah State Library

LSTA Five-Year Plan, 2013 – 2017

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UTAH STATE LIBRARY

LIBRARY SERVICES AND TECHNOLOGY PLAN
2013 – 2017

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Introduction
The Utah State Library (USL) Five-Year Plan establishes goals and priorities for libraries in the state of Utah consistent with the purposes of Library Services and Technology Act (LSTA) and describes how federal funds will be used to advance library services statewide. The LSTA Five-Year Plan is a requirement of the Library Services and Technology Act of 1996, as re-authorized in 2003 and 2010.

Overview of LSTA Funding
The Library Services and Technology Act (LSTA), a section of the Museum and Library Services Act, works to develop library services throughout the United States and in U.S. Territories. LSTA funding supports programs and projects that promote literacy and education; enhance and expand the services and resources provided by all types of libraries; enhance the skills of the current and future library workforce; develop public-private partnerships with other agencies and community-based organizations; and, target library services to individuals with diverse geographic, cultural and socio-economic backgrounds, individuals with disabilities and individuals from other underserved communities.

The Library Services Technology Act recognizes the increasing importance of information technology by emphasizing projects that teach digital literacy skills; develop library services that provide all users with access to information through local, state, regional, national and international collaborations and networks; and establish or enhance electronic and other linkages among and between libraries and other entities. State Library Administrative Agencies (SLAAs) may use LSTA funding to both support statewide initiatives and to distribute funds through re-grants for projects or cooperative agreements to public, academic, research, school (K-12), and special libraries in their state.

State Libraries and LSTA State Program Grants
The established State Library Administrative Agency (SLAA) may apply for a State Program grant. The SLAA is the official agency of each State charged by State law with the extension and development of public library services throughout the state (20 U.S.C. § 9122 (4)). The Utah State Library is the SLAA for the State of Utah.

LSTA Five-Year Plans
In order to be eligible to receive a State Program grant under LSTA, a State Library Administrative Agency (SLAA) shall submit a five-year State Plan, as well as assurances, to the Director of the Institute of Museum and Library Services (IMLS), per (20 U.S.C. § 9134(a)(1)). The term "State Plan" refers to the document that identifies a State's library needs. It sets forth the activities to be taken toward meeting identified needs, supported with the assistance of LSTA funds.

The State Library provides assurances that it has the fiscal and legal authority as well as the capability to administer all aspects of LSTA. It also provides assurances for establishing the State's policies, priorities, criteria, and procedures necessary to the implementation of all programs under the LSTA (20 U.S.C. § 9122 (5)). The specific requirements of the plan are set forth in 20 U.S.C. § 9134 and are described as follows:

1. Mission Statement. The State Plan should include a mission statement that specifies the type of service that the State Library provides, for what purposes, for whom, and how the agency provides the services.

2. Needs Assessment. This section of the Plan identifies specific needs for the library services to be addressed in the pertinent five-year period (20 U.S.C. § 9134 (a) (1)). The needs identified should be based on the State Library's most recent five-year evaluation, complementary data, and advisory input. The State Library should describe data sources and the processes that were used to document the State's needs. This section of the Plan should also describe the audiences to whom the data sources apply, the methods used for data analysis and the expected process for periodically updating the State's knowledge of its library services needs.

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

4. Programs (Activities). The narrative for each goal must describe its supporting programs, and explains what will be done, for whom; which procedures will be used to carry out associated activities; what benefit or outcome is expected, and how the State Library will use federal funds to assist in meeting these goals (20 U.S.C. § 9134(b)(2)). A timeline should be provided for each goal and for each year, showing when program activities will take place.

5. Coordination Efforts. Where appropriate, the State Plan should describe how the State Library will work with other State agencies to coordinate resources, programs and activities and leverage, but not replace, the Federal and State support of federal programs and activities related to library services (20 U.S.C § 9134(b)(6)).

6. Evaluation Plan. This section describes the methodology that the State Library will use to evaluate the success of the activities in meeting identified goals and priorities (20 U.S.C. § 9134 (b) (4)).

7. Stakeholder Involvement. This part of the plan describes the procedures that will be used to involve libraries and library users throughout the state in policy decisions regarding the development, implementation, and evaluation of the State Plan.

8. Communication and Public Availability. This part of the plan describes the channels that will be used to communicate to the stakeholders the content of the State Plan and any results, products, processes or benefits. Each State Library receiving a grant shall make the State Plan readily available to the public and share it with the library community (20 U.S.C. § 9134(e) (2)).

9. Monitoring. This section of the plan describes the procedures for continuous tracking of current performance in relation to the State Plan (45 C.F.R. Part 1183.40).

10. Assurances. The following are the required certifications and assurances:

- Statement of Program Assurances (includes Internet Safety Assurance and compliance with the Trafficking in Persons requirement);
- Certifications Regarding:

  - Debarment, Suspension and Other Responsibility Matters;
  - Drug-Free Workplace Requirements;
  - Lobbying;
  - Federal Debt Status; and
  - Nondiscrimination
  - Assurances of Non-Construction Programs;

- State Legal Officer's Certification of Authorized Certifying Official;
- Reporting Sub-awards and Executive Compensation; and
- Assurance of compliance with Internet Safety requirements.

LSTA Five-Year Plan Approval Process
IMLS will approve a State Plan that: 1) meets the requirements of the LSTA as explained in the guidelines, and 2) provides satisfactory assurances and certifications that the provisions of the State Plan will be carried out. Once a State Plan is approved, a letter will be sent to the State Library Administrative Agency stating that the grant requirements have been met. If IMLS determines that the State Plan does not meet the requirements of the Act, then IMLS will, per 20 USC § 9134 (e) (3):

- Notify the State Library of such a determination and the reasons for such determination;
- Offer the State Library the opportunity to revise its State Plan;
- Provide technical assistance in order to assist the State Library in meeting the requirements of this section; and
- Provide the State Library the opportunity for a hearing.

Other LSTA Statutory and Administrative Requirements
States are obligated to comply with the LSTA, which is set forth at 20 U.S.C. 9121 et seq., and accompanying program regulations. The LSTA includes, among others, the following program requirements:

Annual Report. Each year the State Library must submit a report on LSTA funded projects showing progress towards meeting the goals of the Five-Year Plan. The annual report is due 90 days after the end of the federal fiscal year (September 30) (45 C.F.R. § 1183.40 (b) (1)).
Revisions. If, after the Five-Year Plan has been accepted, the State Library would like to make a substantive revision to its State Plan, then the revision should be submitted as an amendment to IMLS. This revision is due not later than April 1 of the fiscal year

preceding the fiscal year for which the amendment shall be effective (20 U.S.C. § 9134(a)(3)).

Evaluation Reports. The State Library shall submit an evaluation report to IMLS that independently evaluates LSTA funded activities prior to the end of the Five-Year Plan. The State Library receiving LSTA funds should provide, through its annual report to IMLS, information that supports evaluation of the grant program (20 U.S.C. § 9134 (c)).

Matching and Maintenance of Effort. Both matching and maintenance of effort are required as part of the LSTA State Program grants.

Administrative Costs and Program Activities. No more than 4 percent (4%) of the total amount of funds received through the Grants for States Program for any fiscal year by a State may be used for administrative costs (20 U.S.C. § 9132 (a)).

Utah State Library LSTA Mission Statement

The Utah State Library is a division of the Department of Community and Culture. It is designated as the State Library Administrative Agency (SLAA) of Utah for the receipt of federal LSTA funds administered by IMLS. The mission, vision and goals of the Utah State Library are found within the Strategic Plan: 2013 -2015.

Mission

The Utah State Library develops, leads, and delivers exceptional library services, while optimizing Utah's investment in libraries.

Values and Guiding Principles

In addition to the common core values of honesty, integrity, fairness and respect for all views, methods and people, the Utah State Library also values:

Customers: we focus on the best interests of our customers by maintaining high standards of quality, efficiency, and communication, through timely, professional service, wise use of tax dollars and putting the interests of the public and libraries first.

Excellence: we demonstrate competence through the consistent excellence of our work, enhancing knowledge and skills, being aware of customer needs, and communicating, collaborating and building strategic relations with other organizations.

Leadership: we strive to develop leadership within our organization, as well as among the constituents we serve, in order to meet the future challenges of an ambiguous environment for libraries.

Innovation: we keep up with technological changes, are forward thinking, are not afraid to take risks, and reward creativity.

Vision

The Utah State Library is the primary leadership resource for librarians, while providing equal access and enduring services for citizens.

Strategic Goals
1. Provide access to high quality materials for all customers.
2. Train and support library staff to strive for higher quality service and more effective use of resources.
3. Leverage USL's position to foster and support collaboration between libraries to share best practices for continued improvement, and collaborate with other entities for mutual benefits.
4. Conduct the Division's operations and programs to provide excellent services and resources for Utah's library community and ensure efficient and effective utilization of State funds.

The Utah State Library services are organized around four programs: Library Development, Library Resources, Library for the Blind and Disabled, and Administration. The Library Development program is the program charged with the administration of LSTA funds. The Library Resources Program, Library Development Program and Library for the Blind Program all use LSTA funds to provide library services in the state of Utah. The Administration Program provides leadership and administers all USL programs.

Library Development delivers services to Utah's libraries which include training, consulting, planning, statewide projects, the mobile library (bookmobile) program, and programs for children and youth, new Americans, and rural Utahns.

Library Resources provides services which include database licensing, training, consulting, planning, statewide projects, grants for continuing education (CE), Interlibrary Loan, cataloging support, and digitization of government documents.

The Library for the Blind and Disabled provides library services to qualified blind and disabled persons including audio books on cartridges and playback equipment, Braille, large print materials, assistive technology , production of local interest audio and braille publications, and readers' advisory. They also include the Multistate Center West, operated under a competitive National Library Services contract, which provides back-up services for libraries that serve the blind and disabled west of the Mississippi.

Needs Assessment
Two organizations provided consultation services as part of the development of this document. The Parthenon Group, through a generous grant from the Bill & Melinda Gates Foundation, evaluated the LSTA program from a business perspective. Their assessment frames USL's strategic directions. USL contracted with Amigos Library Services for consulting services on both the evaluation of USL's current LSTA Five-Year Plan, 2008-2012, and assistance with the initial version of this document. Utah State Library staff provided critical information, feedback and specialized skills that lead to the development and final version of the plan.

Amigos Library Services conducted surveys and focus groups during fall 2011 and spring 2012 in order to gather feedback from constituents of the Utah State Library

regarding services provided by the library. The participants were asked to provide feedback on three main service areas of the library, 1) access to materials and services, 2) training and support of library staff and, 3) collaboration and partnerships.

Respondents to surveys and participants in focus groups described that enriching access to information for Utahns was an important service that the Utah State Library provides.

They described needs for:

- Enhanced retrieval capabilities and more diverse electronic information on Public Pioneer: Utah's Online Library.
- Additional staff training to assist information users to be successful in meeting their information needs.
- Enhanced public relations efforts to increase public awareness and use of available Public Pioneer services.

Statistical information supports the need for diversity, training, and increased public awareness. The demographics of Utah have changed significantly since the 2000 Census. There has been a 23% increase overall: the state has added 530,716 residents. Areas growing fastest are in the Salt Lake City metropolitan areas and rural areas. According to the 2010 Census, the foreign-born population is now 7.8% of the total population, and those who speak a language other than English at home comprised 14.2% of the state's population.

Survey responses and focus group discussions indicated that staff development and training are strongly needed in relation to technology issues. Focus group discussions also identified significant needs for basic skills training in many of Utah's smaller and rural libraries. In addition, respondents described a need for enhanced public relations efforts to increase public awareness of available services.

An examination of Utah's 2010 annual report data collected from public libraries revealed that only 8 of the 44 libraries serving populations under 25,000 have an ALA-accredited, MLS-degreed librarian on staff. Thirty-one of those libraries serve populations under 10,000; only three of these have the resources of an ALA-accredited, MLS-degreed librarian. And of the 19 smallest libraries serving populations under 5,000, not one has a professionally accredited librarian on staff. Much of Utah's library talent is home grown. Focus group participants reported that low salaries make it difficult to recruit and retain professional level staff, even in the urban libraries of the Wasatch front.

Survey respondents described a need for sustaining and strengthening the technological infrastructure upon which Public Pioneer is based. Technology is constantly changing and it is difficult for libraries of all sizes and types to upgrade to take advantage of new capabilities that will meet user expectations. Survey and focus

group respondents described a need for enhanced public relations efforts to increase public awareness and use of available Public Pioneer services.

Amigos Evaluation Key Recommendations

1. Pioneer is highly valued, utilized, and needed. This program should receive priority funding classification in the next five-year plan and the services and content should be enhanced and expanded. Further, this electronic distribution of information should continue to be supplemented by inter-library sharing of paper documents to expand all Utah residents' access to information.

2. Various project and one-time grants to library agencies throughout the state are deemed important but subordinate in importance to the Pioneer program. Under the current restrictive financial conditions, the sub-grant programs should be prioritized and distribution of sub-grants should be tightly defined by specific criteria related to demonstrable 'best practices' or 'replication' beyond benefit to individual institutions.

3. Training staff members in Utah libraries remains a key strategy for increasing awareness and use of the Pioneer program. Informal input from librarians suggests that marketing Pioneer as a statewide program as was undertaken during a previous five-year plan period rather than at the local level, may result in expanded visibility that leads to heavier usage levels.

4. Exploding population growth is creating many demands. If strengthening statewide services to diverse constituencies is a continuing goal, related programs will benefit from further analysis, possible redesign and/or expansion, and clear performance metrics.

5. Consistency and uniformity in outcome-based measures of success can be strengthened in subsequent USL LSTA Plans by clearly defining each measure and the ways in which measurement skills will be transferred to participants, and perhaps building in incentives.

6. All goals must be prioritized to establish and share expectations for responding to environmental changes, particularly relating to funding or program change requirements.

7. Major revisions to current Plan goals occurred early in the Plan cycle and resulted in cessation of key programs. Such strategic changes should, in the future, be communicated to IMLS as part of the revision process. Clear statements about revised goals/targets/programs should be incorporated into the Plan records. Any cessation of programs should be promptly followed by usage, impact, and evaluation data-gathering while program activities are still fresh in the respondents' minds.

8. Incorporate into the next Plan a mechanism for periodic (perhaps annual) review of the Plan and, as stated above, document both locally and with IMLS any needed changes.

Goals, Objectives and Activities

GOAL 1. Provide access to high quality materials and library services for all customers.

Objective: Manage database procurement in order to provide library users with access to a broad collection of online resources available through Public Pioneer: Utah's Online Library (http://pioneer.utah.gov).

Activities

- Provide statewide licensed library resources leveraged through cooperative purchasing with local libraries and involvement with state agencies.
- Provide statewide licensed library resources through an educational collaborative (Utah Futures) that provides statewide career and training resources.
- Provide statewide access to popular and educational downloadable eBooks and audiobooks through collaborative purchasing.
- Develop improved methods of access to Pioneer's resources, including simpler authentication and aggregation of searching.

Objective: Support lifelong learning and employment opportunities through access to library resources for smaller public libraries by utilizing the collections of larger ones.

Activities

- Provide access to a broad range of materials for Utah's small public libraries and mobile libraries through support of Interlibrary Loan made available through USL's membership in OCLC.
- Provide access to the Utah State Library's local collection of materials through support of Interlibrary Loan.
- Provide support funds to larger libraries (public and academic) to help offset costs involved in lending materials to other Utah libraries.

Objective: Support lifelong learning and employment opportunities through mobile library services to Utah's rural communities.

Activities

- Provide library materials and services, including Internet access, to constituents in rural communities statewide.
- Develop and implement a pilot project to meet the needs of seniors, people with disabilities, and others who might not currently have access to mobile library services.
- Promote library services in the mobile library program, through publicity and promotional materials.

Objective: Support lifelong learning by providing special format materials and equipment unavailable from other sources that will meet the informational and leisure reading needs of blind persons and persons with disabilities.

Activities
- Provide special format reading materials including Braille, audio and large print to qualifying patrons in Utah and Wyoming.
- Provide special format equipment for use of special format materials to qualifying patrons in Utah and Wyoming.
- Partner with States nationwide to provide access to materials in Braille.
- Provide readers' advisory services to qualifying blind and disabled persons to increase their access to special format materials.
- Optimize the circulation system settings to fill patron auto book orders to increase access to materials.
- Utilize automation technology to efficiently process outgoing and incoming materials in order to increase access to materials.
- Encourage patrons to use downloadable books and online materials.
- Increase efficiencies through ongoing assessment of automated workflows and processes to replace manually performed tasks.
- Utilize hand-held scanners and other equipment to improve maintenance of the library inventory, and therefore the access to library materials.

GOAL 2. Train and support library staff to strive for higher quality service and more effective use of resources.

Objective: Coordinate and implement projects statewide to increase literacy and lifelong learning.

Activities

- Collaborate with public libraries across the state to provide quality summer reading programs.
- Continue to promote Utah Kids Ready to Read, an early literacy initiative, through publicity, promotional materials, and training.
- Develop and implement a pilot project for a Library Adult Literacy Program.
- Develop and implement a strategy to promote Cradle to Career project collaboration with the Salt Lake County Library, Granite School District, Salt Lake City School District, Utah Futures and others to improve all types of literacy.

Objective: Promote lifelong learning and human services-focused library services aimed at Utah's immigrants.

Activities

- Partner with libraries to determine the needs and support required to enhance library services for New Americans.
- Collaborate with libraries to provide culturally authentic literature.

Objective: To provide training to library staff, directors and trustees statewide.

Activities

- Provide training on library services through the UPLIFT program to library directors and staff without advanced library degrees.
- Provide library training to public, school, academic, and special library staff.
- Provide access to online training opportunities through webinars and other means to library directors and staff with or without library degrees through funding, publicity and promotion.
- Develop and implement a pilot program for technology training to library directors and staff statewide.
- Provide position-specific training for public library trustees.
- Develop and implement training for mobile library staff to expand use of new technologies to improve library services.
- Provide training and support in the use of resources on Public Pioneer: Utah's Online Library (www.pioneer.utah.gov) for library staff statewide.

Objective: Promote best practices in library operations by collecting, analyzing, utilizing, and disseminating research and statistics.

Activities

- Develop and implement a pilot project to gather and analyze school library statistics.
- Conduct the statistical annual report of public library services.

GOAL 3. Leverage USL's position to foster and support collaboration between libraries to share best practices for continued improvement, and collaborate with other entities for mutual benefits.

Objective: Support collaboration among Utah's libraries, especially in the areas of technology, collection development, and digitization.

Activities

- Provide re-grants that encourage collaboration among other libraries and entities. Projects will be prioritized and will meet tightly defined criteria.
- Work with ad hoc committees with specialized knowledge and skills to evaluate re-grant projects for funding, as recommended by the Amigos Library Group.
- Work with partners (*Utah Broadband Advisory Council, Utah Education Network and others)* to provide sufficient broadband capacity at public libraries and to provide training in its most efficient use.

Objective: Collaborate with other libraries and government entities to provide for quality access to resources through library catalogs.

Activities

- Provide administration and management of the shared library management system for State agencies, mobile libraries and interested, qualified public libraries, so that partners will have access to an online catalog, statistics, reports, inventory management, circulation system, cataloging entry and serial control.
- Provide CatExpress cataloging services for smaller libraries to improve quality of catalog records.

Objective: Expand the dissemination of information about services for the blind and disabled in Utah.

Activities
- Partner with Utah libraries of all types statewide to develop and distribute promotional materials describing services offered free to the blind and disabled through the Utah State Library.
- Set up libraries as institutional accounts and provide a digital player and materials for demonstration purposes.
- Partner with government agencies and organizations serving blind, visually and print impaired constituents to promote Blind Library services. Encourage partners to prominently display brochures and other information, and to link to: www.blindlibrary.utah.gov

GOAL 4: Conduct the Division's operations and programs to provide excellent services and resources for Utah's library community and ensure efficient and effective utilization of State funds.

Objective: Support and manage the LSTA grant program.

Activities
- Provide administrative oversight of evaluation, funding and reporting activities.

- Monitor financial expenditures of LSTA funds by USL or libraries that receive re-grants.

Coordination Efforts

The Utah State Library (USL) encourages the development of partnerships and the coordination of resources to provide more effective service delivery. USL will continue to work with other State agencies and organizations to coordinate resources, programs, and activities.

Evaluation Plan

The Utah State Library (USL) will conduct the evaluation of the LSTA program and will be conducted in accordance with LSTA requirements. The evaluation report will include an independent evaluation of the activities developed under the LSTA. The evaluation plan will be inclusive of USL's statewide programs and initiatives, grants program, and those activities which are part of its services to the blind and physically handicapped.

Data sources will 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; and
- Focus groups and/or forums that are used to support statewide library development planning or the other activities of the Utah State Library.

Stakeholder Involvement

The Utah State Library (USL) gathers information and advice from its stakeholders in many ways. The State Library Board is integral to the way USL conducts its business. The members of the State Board represent all facets of the Utah library community. Many ongoing projects such as statewide database licensing have advisory committees which advise the project manager on policies and direction.

Information and advice are also gathered from individuals, chiefly from the library community, through the following activities:

- Participation at the Utah Library Association conference allows individuals to ask questions or provide information.
- State Librarian involvement in the Metropolitan Library Directors group, the Utah Library Association Board, the Utah Academic Library Consortium, the Utah Education Network Board, the Utah Futures Steering Committee, the Broadband Advisory Council, and others.

- Library Development and Library Resources staff survey stakeholders. periodically to gather information before embarking on new projects or initiatives.
- Library Development and Library Resources staff also gathers input via project related site visits.
- State Librarian visits members of Utah's Congressional delegation to talk about the value of LSTA to Utah libraries.

The State Librarian reports directly to the Director of the Department of Community and Culture, and indirectly to the Governor. Dialog between these stakeholders, the State Librarian, the Program Managers for Library Development, Library Resources, and Blind and Disabled provides a rich understanding for our Program Managers and other Division Directors which leads to support of the State Library.

All staff members at the Utah State Library interact daily with members of the library community, including directors, staff, and trustees, on a variety of issues relating to programs funded through LSTA. The prompt and skilled response of staff to stakeholders has created a community that is supportive of the State Library.

Communications/Public Availability

USL will continue to communicate with the library community during the life cycle of the new LSTA Five Year Plan and its implementation over the five year period. Like all other USL activities, this Plan is a component of the agency's overall work plan. Customers and their satisfaction with services are a driving force for USL'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. USL leadership believes that public policy is enhanced by inclusive involvement by those affected by that policy.

The Utah State Library will seek a variety of vehicles through which to publicize the LSTA Plan and the services that result from it. These include:

- Providing drafts of the LSTA Plan to the State Library Board to review.
- Announcing the plan and activities which result from the plan on major library association lists, which include those maintained by the Utah Library Association, the Utah Education Library Media Association, and the Utah Academic Library Consortium.
- Posting grant and other announcements on the major library association lists.
- Using opportunities to offer presentations and exhibits at conferences. USL has a booth at the major conferences for the Utah Library Association, and the Utah Education Library Media Association, at which it provides information about LSTA-funded activities and services. The Utah State Library supports continuing education at both of these events.
- The Utah State Librarian attends meetings of the Metropolitan Library Directors, and all of the above mentioned groups where she speaks about USL and LSTA.
- USL staff members also receive feedback throughout the course of their work, through in-person conversations, phone and e-mail conversations.

As part of its overall communication effort, USL will issue an annual "report card" documenting the use of LSTA funds to meet LSTA Plan goals and USL's mission. Written reports will also be forwarded to Utah agencies and other stakeholders to keep them informed regarding LSTA programs and USL achievements.

The USL website will be utilized to report and engage discussion about progress or achievement of measures, i.e. plan results. USL staff will be able to track comments and feedback from the library community in a spreadsheet created for this purpose. Periodically, the resulting analysis can be distributed to members of the Utah state library community and the Utah State Library Board.

The library community will be informed at the outset that the Five Year Plan may be amended or revised annually, depending upon changing circumstances. Annual revisions to the Plan, if any occur, will be reported in a timely manner to IMLS according to the provisions of the IMLS guidelines. The USL website and notifications utilizing print and online resources will communicate these changes or revisions to the library community.

If the review process leads to mid-course revisions to the LSTA Plan or substantial alterations to the programs of service designed to carry out the Plan, USL will inform the library community of such changes and the reasons for the changes.

Monitoring

USL will review its Plan on an annual basis to ensure that it continues to be relevant and meaningful. USL staff will evaluate Plan activities in a timely manner and determine whether Plan modifications are needed.

A USL staff member will have responsibility for overseeing and monitoring the LSTA Five Year Plan. The role of the staff member will include creating and deploying appropriate data gathering tools the library community can utilize for the purpose of reporting survey and assessment data to USL on a regular basis.

USL may add appropriate questions to the Utah State Annual Library report that is distributed to public libraries. Progress toward achieving the Plan's goals will be monitored by the USL staff member who will create and update a spreadsheet with results tracking output and outcome measures defined in the Five Year Plan. Such performance measures should be used to evaluate the effectiveness of programs; these measures should inform any modifications in the plan. USL staff will also address the need for and reinforce data gathering requirements for the LSTA Five Year Plan during site visits to libraries.

Compliance and Assurances

The required certifications and assurances are on file at the Utah State Library, and can be requested from the Grants Coordinator.