Arizona LSTA Plan

2013-2017

Arizona's Library Services and Technology Act plan, prepared by the Arizona State Library, Archives and Public Records, a division of the Arizona Secretary of State, for the Institute of Museum and Library Services

Submitted
June 30, 2012

Contents

Introduction

Arizona's centennial year, 2012, has been one of both reflection on the past, and envisioning the state's future. On February 14, Arizona celebrated its admission to the union, the last of the contiguous 48 states to do so. A statewide festival, Best Fest, showcased Arizona's diversity through exhibits, music and food. Many communities held their own celebrations. Thanks in large part to Library Services and Technology Act funding, Arizona's libraries hosted exhibits and programs, highlighted Arizona literature, provided online access to digitized images of historic photographs and documents, and collected oral histories.

At the same time, Arizonans continued to look ahead and think about what comes next. "Arizona is in a high-flux moment, undergoing rapid change with unbelievable rates of innovation occurring throughout the public sector, educational sector, and private sector, so to be in Arizona at this moment offers extraordinary opportunities," Michael Crow, president of Arizona State University, told the November 30, 2011, Morrison Institute State of Our State Conference.

This is not to say that Arizona is not facing big challenges. In her Arizona 2008-2012 LSTA Evaluation, Amy Kemp wrote: "The state of Arizona is diverse and dynamic, with vast expanses of sparsely populated land, as well as dense urban centers. There are communities with high population growth and communities with flat or decreasing populations. All of these areas have experienced increased poverty and unemployment during the current recession. The economic downturn has increased the necessity for efficient and effective public services with greater fiscal constraints."

The state's population grew by almost 25 percent from 2000 to 2010; the U.S. Census reports that 6.5 million people lived in Arizona in 2011, making it the 16th most populous state. By landmass, Arizona is the sixth largest. Despite its size, most Arizonans live in urban areas, either in the Phoenix or Tucson metropolitan areas. We are both younger and older than the national average; three out of 10 Arizonans speak a language other than English at home; and we are more transient and have less income on a per capita basis.

The challenges have increased in recent years. Arizona has experienced one of the highest rates of foreclosures in the U.S. as well as a dramatic and devastating increase in unemployment, from 3.8 percent in 2007 to 9.9 percent in 2010, and is now at 8.7 percent. Some parts of the state have an unemployment rate of more than 20 percent. "These changes have affected libraries not only in the increased needs of the communities they serve but also in the financial resources available to sustain previous levels of service," Kemp wrote.

These issues provide the context in which Arizona's libraries operate. These are the communities and people libraries serve and the diverse needs they strive to meet. Libraries play an important role in supporting Arizona's families, improving the economic potential and literacy of the state's residents, and serving the information needs of the state. These roles offer many challenges, along with great potential.

These challenges come at a time when Arizona's library community is in its own great transition. The State Library moved from the Arizona Legislature to the Arizona Secretary of State's Office in 2010. After a 12-year tenure, GladysAnn Wells retired as Arizona State Librarian in March, 2011, when Janet Fisher took on that position on an interim basis. A search for a new state librarian began April, 2012. At the same time, all of the largest public library systems in Arizona have new leadership: Cindy Kolaczynski took over the helm of the Maricopa County Library District in August, 2011; Rita Hamilton became the head of the Phoenix Public Library system in December, 2011; and Melinda Cervantes became the library director at Pima County Public Library in May, 2012. Of Arizona's 15 county librarians, five are new within the last year.

When the 2008-2012 Arizona LSTA plan was written, Arizona was in the midst of an economic boom. Few would have believed the devastating economic downturn the state would face. Every level of government in the state has seen revenues decline, with the result to public libraries being a collective operating budget decline from $199 million in 2008 to $185 million in 2010, and a drop in capital revenue from $100 million to $16 million. At the same time, library visits increased from 26 million to 29 million, and circulations were up from 47 million to 52 million.

Despite theses challenges, Arizona libraries have been resourceful. They have quickly learned to serve displaced workers and those who need public access to the internet. They have worked to create partnerships with schools and providers of early childhood services to help Arizona's youngest residents. They have embraced e-books, and helped countless seniors load their first electronic book. They have helped one another when tragedy hit, such as forest fires and floods, to relocate services and protect collections.

"We live in a state where innovation is possible, where high-movement is possible, where there is no fixation on status quo, where tradition is important but innovation trumps tradition as needed," President Crow said is his State of Our State remarks.

"It's also important in spite of all of the tension and stress derived from vigorous and open public debate about even the most controversial issues like immigration, Arizona remains a place where debate is possible, issues are advanced, and the people speak openly. There are no smoke-filled back rooms. It's all in the open. And it's a process that other places in the county that are less open can't even recognize. Arizona is a place for open and vigorous debate and constant redesign: "Let's try this!" "Oh that didn't work, let's get rid of that." It can look very chaotic because we are not static and are actually trying to chart our progress."

The Arizona State Library, Archives and Public Records has worked hard to be responsive to the people of Arizona, and Arizona's libraries, with innovative, forward looking leadership and use of resources. This 2013-17 plan will help the agency as it positions itself to serve Arizona in the areas of Learning, Community, Collections, and Leadership.

Mission Statement

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

The Arizona State Library, Archives and Public Records provides statewide leadership and services as authorized in Arizona Revised Statute §41-151. Through its divisions, the Agency provides access to unique historical and contemporary resources:

- Archives of historical records in Arizona.
- Library extension assistance to public libraries.
- Library for the visually and physically disabled.
- Museums on state government history and people of the state.
- Public records management program.
- Research and law library. Includes Federal Regional Depository.

In-depth research and reference services are provided in the subject areas of law, government, genealogy and Arizoniana. Consultant services are offered to public libraries to strengthen county and local library services, and to government agencies of the cities, counties and state to assist them in the management of official records. State and federal grants for public libraries and other authorized services are administered and monitored. Special library and information services are offered for the visually and physically disabled and institutionalized.

The agency serves the Arizona Legislature and Arizonans, providing public access to public information, fostering historical/cultural collaborative research, information projects and ensuring that Arizona's history is documented and preserved.

Goal Summary

- Providing prompt, professional legislative support
- Preserving and documenting Arizona's history
- Providing access to public information
- Promoting statewide collaboration for historical and cultural institutions

Needs Assessment

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

LSTA Five-Year Evaluation Report

The Arizona State Library contracted with Amy Kemp, PhD, Dynamic Analysis, to examine the effectiveness of the 2008-12 Arizona LSTA plan and to make recommendations going forward. Her report has been filed with the Institute of Museum and Library Services. Data for the report was gathered through key stakeholder interviews, a focus group, and online surveys, all with library leaders and staff. She also reviewed LSTA financial documents and annual reports.

Kemp found widespread support for the 2008-12 areas of need (centennial projects, lifespan learning, training and professional development, and virtual access). Her recommendations were:

General Recommendations

Continue flexible subgrants to local libraries. This approach is widely appreciated and is necessary to accommodate the needs of diverse communities and libraries in Arizona. It is also an effective way to encourage and nurture innovation and collaboration. Set a specific target for the amount of funds to be awarded to external subgrants, based upon strategic planning.

Maintain Lifespan Learning Continuum and Virtual Access as areas of need. Maintain Training, Education and Consultant Support as an area of need, all well — but determine whether ASLAPR should pursue it through internal projects only.

Continue to nurture communication and responsiveness to local needs. Arizona LSTA funds serve the needs of diverse libraries that, in turn, serve diverse communities. Each has individual and specific strengths and weaknesses. Special consideration should always be given to consultation and collaboration with tribal communities.

Continue to encourage candid and meaningful discussions about pilot projects that determine what is NOT viable in a community. Spread the message that pilot projects can be very beneficial when they tell us what NOT to do, especially when a full-scale program is being considered.

Recommendations for Consideration of Modified Areas of Need

Consider developing areas of need related to library support for workforce development, and the staff development needed to support it, in the next five-year plan. Modify the areas of need in Centennial Experiences to a similar area, such as "Arizona History and Archival Preservation." Set a total cap on the funding related to strategic priorities.

Recommendations for Modifications to Subgrant Proposal and Selection Process

Clearly communicate that Lifelong Learning Continuum, Virtual Access, Workforce Development (if adopted), and Archival and Historical Materials (if adopted) are the recommended areas for external subgrants. Clearly communicate the total amount of funding to be awarded to external subgrants in each of these areas, and in total. Assign targets to the award amounts for each area of need, based on overall strategic priorities.

Assign total funding targets to each area of need. Align funding targets with desired outcomes. Develop desired outcomes for the next five-year plan through a collaborative consensus process.

Use a consensus process to develop program guidelines (e.g. best practice guidelines for selection and preservation or archival materials, scope and sequence of lifelong learning experiences, and alignment of virtual access priorities with overall planning) and consistent outcome measurement guidelines for external subgrant proposals. Outcomes for external subgrants should focus on commonly agreed-upon measurements of circulation, other measures of usage, and deployment of a standardized satisfaction survey.

Consider modifying the subgrant selection process to better encourage collaboration, dissemination, and an outcome-based mentality. Examine the process for reviewing applications. Consider awarding fewer subgrants, and establishing priority awards or bonus points based upon criteria such as innovation, collaboration and communication of findings, and the measurement of results.

Support, require, and enforce consistent and rigorous evaluation for internal and external projects. All project proposals should be reviewed for thorough and realistic evaluation and measurement planning. All implemented projects should continually reflect and report on their measurable outcomes.

Recommendations for Strategic Planning, Dissemination, and the Role of the ASLAPR

Identify forums for peer dissemination of LSTA findings and opportunities to highlight exemplary projects in a centralized venue.

In addition to encouraging dissemination of subgrant outcomes and findings at the local level, develop an avenue for dissemination and discussion of these findings statewide.

This discussion should include: approaches to sustaining LSTA "pilot" projects after LSTA funding; approaches that use the one-year cycle of LSTA projects as a benefit rather than a challenge; and how LSTA results can be used to encourage collaboration, sustainable funding investment, and innovation.

Increase ASLAPR's role in strategic planning around virtual access and e-content including databases. Most stakeholders noted that they valued opportunities to leverage common resources and coordinate planning around investment in digital technology.

Examine the extent to which most of ASLAPR's internal projects are related to professional development. Use a collaborative process to create an overall plan for professional development which develops a timeline and strategic plan. Establish explicit and standard measurement methods and benchmarks for success. Consider standardized measurement of customer satisfaction as well as retention, recruitment and movement of the library workforce towards continuing education credits, other appropriate certifications, and degree attainment as goals.

Other Data Sources

The State Library hosted a session at the November, 2011, Arizona Library Association annual conference. Nancy Welch, Vice President, Arizona Center for Civic Leadership at the Flinn Foundation, facilitated the session with the help of Alisa Lyons, the government relations consultant with Sloan Lyons. About 50 people participated in small group discussions about how they would handle budget cuts and then a budget increase. The importance of community and partnerships came out of all small groups, along with support for job seekers and economic incubation.

The Parthenon Group, with funding from the Bill & Melinda Gates Foundation, provided the Arizona State Library with an "Assessment of Strategic Direction." The three library divisions of the State Library were included: Law & Research Library; Library Development; and Braille and Talking Book Library; as were both state and federal funds. Data was provided from a January, 2012, online survey of directors at public, academic and special libraries across the state. Parthenon recommended simplifying our priorities, which is reflected in our new LSTA plan. Overall, we learned that library leaders value those areas where the State Library invests most of its funds – statewide databases and competitive subgrants. We received confirmation that several projects we had questions about were not valued. And, we learned that libraries are overwhelmingly supportive of greater access to e-books and other online content, including job training and staff training.

Parthenon also told the State Library: "Monitor and explore ways to deliver highly valued technology-focused initiatives to a broader base of libraries; explore the reallocation of grant funds away from individual libraries and toward scalable services."

Maricopa County Library District, which serves more than half a million people in both rural and suburban areas of the county (although not most of the primary municipalities), contracted with OrangeBoy Inc. to undertake an analysis of its customers – about

200,000 cardholders. MCLD learned that its customers have a high level of education, and between 70 and 80 percent either already have an e-reader or are planning to purchase one. Based on the study, the library district is focusing on three groups of customers: featherweight browsers – those occasional library users who are buying many of their own books; virtual viewers – those who access the library remotely; and learning the ropes – primarily young parents who bring their children to the library but don't access adult materials. Jeremy Reeder, MCLD, presented the study to State Library staff, noting that it is still a work in progress, as they engage staff in implementing resulting strategies. One thing they learned from the study was that a significant number of patrons have e-readers and are looking to their library to provide content.

Phoenix Public Library, Arizona's largest system serving more than 1.5 million people, was one of the 14 comparison libraries in the Pew Charitable Trust's research initiative on the Philadelphia Free Library, "The Library in the City: Changing Demands and a Challenging Future." In the comparison study, Phoenix was at the very bottom in terms of per capita spending, at $24, and has the fewest branches or computers on a per capita basis. Not surprisingly, visitations were low when compared with the peer group, although to Phoenix's credit, circulation was high.

The Gates Foundation recognized the importance of providing equal access for the public to legal information through funding the "Public Libraries and Access to Justice" grant in 2010. Richard Zorza, nationally-recognized leader in serving the self-represented litigants (person who is researching their own case), was one of the main people leading this project. Selected states sent representatives from a public library and their courts to a 3-day workshop and followed up with the initiation of state-specific plans and the creation of guides and tools that could be used. Arizona was not involved in this project. The need to access legal information in Arizona can be seen in an article from the Judge's Journal in Winter 2003 that stated "that roughly 60 percent of all domestic relations cases [in Maricopa County] involve two unrepresented parties, … and only 10 percent of the cases have lawyers on both sides." Richard Zorza has stated that these statistics on legal representation are increasing in all geographic areas. Libraries are a frontline for access to information, and so access to justice.

In preparation for this plan, State Library staff gave special consideration to the Institute of Museum and Library Services', "Creating a Nation of Learners: Strategic Plan 2012-2016." The clearly defined goals that focus on performance improvement served as a model for the Arizona plan. In addition, IMLS' "Measuring for Success" has been closely tracked by Arizona State Library staff, with attention given to how Arizona's LSTA work will be reflected in this national initiative.

State Library staff from the three library divisions participated in a series of discussions to review the five-year evaluation, as well as related studies and work. Staff members were asked to think about what they would like to accomplish in the next five years, and then to collaboratively write those aspirations as strategy statements beginning with "the State Library will." Those statements covered a wide range of issues and concerns and are reflected in the goals and strategies in this plan.

The staff discussions also worked to identify audiences. The staff discussions reinforced the State Library's dual audiences: both those who work in and serve libraries, and the Arizona public. The public includes all people who live in Arizona, but also many subgroups: library users; virtual content users; the Braille and Talking Book Library community; and those who use the law, government documents and genealogical materials of our Law and Research Library.

Staff looked carefully at the IMLS "Creating a Nation of Learners" goals, the Parthenon priority recommendations, Arizona's past goals and themes, and the Measuring Success themes. We had initially thought we would again end up with goals and themes. However, as we worked through the list, we realized that many of the themes were really tools to reach a goal: professional development, digitization, virtual access, and partnerships. These eventually showed up in a statement at the end of our goals, acknowledging that we will use many tools to reach our goals. That then allowed the State Library to focus on the outcomes it wants to work toward in four areas that would become the goal statements: learning, community, collections, and leadership.

As was evident with the 2008-12 plan, which was written during a booming economic period, the State Library must remain ready to address a shifting library environment. The State Library staff constantly evaluates for shifting needs: through twice-yearly county librarian meetings; through a regular, ongoing consulting practice with library staff across the state; through active participation in the Arizona Library Association and its subgroups; through the collection of public library statistics; through its competitive subgrant program, which allows individual libraries to make the case for timely and relevant projects; and through annual reports on all LSTA-funded projects in Arizona.

2013-2017 Arizona LSTA Goals

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

The narrative for each goal must describe its supporting programs, and explain 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 SLAA 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.

The three library divisions of the Arizona State Library, Archives and Public Records, (Braille and Talking Book Library, Law and Research Library, and Library Development) working both directly with the public, and through Arizona's libraries:

- Place the learner at the center of any initiative and support lifelong learning and literacy, to assist Arizonans to fully participate in their local communities and the global society. (Learning)

- Position libraries as forward-looking community anchors that address diverse needs, including human services, employment and economic development, and civic engagement. (Community)

- Support exemplary stewardship of library collections in a variety of formats; as well as facilitate access to, discovery of, and use of those collections. (Collections)

- Strive to provide statewide leadership to Arizona's libraries through building institutional capacity, including consulting, continuing education, evaluation, research, policy development and investments in professional development of its own staff. (Leadership)

The Arizona State Library, Archives and Public Records uses numerous tools to achieve its goals, including but not limited to: consulting, programs, materials, training of library staff, research and data collection, development of partnerships and marketing, and development of library resources, all in both physical and digital formats.

Prioritization: The Arizona State Library will carry out robust programming in all areas.

<u>**Goal 1: Learning**</u>

Place the learner at the center of any initiative, and support lifelong learning and literacy, to assist Arizonans to fully participate in their local communities and the global society.

Addresses LSTA Priorities:

- Expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.

- Target library services to individuals of diverse geographic, cultural, and socioeconomical backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

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

Strategies and Programs/Activities:

These programs and activities will take place throughout the five-year period of the grant.

<u>Statewide Programs, Resources and Materials:</u> The State Library will provide model programs, resources and marketing materials to help Arizona libraries support lifelong learning and literacy. Activities include, but are not limited to:
- Every Child Ready to Read and other early literacy initiatives
- Summer Library Reading Programs
- OneBookAZ
- Information Literacy
- Programming for Adults
- Other Programming, as identified

<u>Subgrants:</u> The State Library will offer subgrants to public, tribal, school, special and academic libraries to support lifelong learning and literacy for Arizona residents.

LSTA funds will be used by the Arizona State Library for subgrants, staffing and contractor costs, project materials and equipment, marketing, travel, and other related costs.

Goal 2: Community

Position libraries as forward-looking community anchors that address diverse needs, including human services, employment and economic development, and civic engagement.

Addresses LSTA Priorities:

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

- Target library services to individuals of diverse geographic, cultural, and socioeconomical backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

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

Strategies and Programs/Activities:

These programs and activities will take place throughout the five-year period of the grant.

Statewide Programs, Resources and Materials: The State Library will provide model programs, resources and marketing materials to help Arizona libraries support lifelong learning and literacy. Activities include, but are not limited to:
- Job Assistance and Training Programs
- Small Business Development
- Community Referral Programs
- Civic Engagement Programs
- Equal Access to Justice Programs
- Other Programming, as identified

Subgrants: The State Library will offer subgrants to public, tribal, school, special and academic libraries to support human services, employment and economic development, and civic engagement in libraries for Arizona residents.

LSTA funds will be used by the Arizona State Library for subgrants, staffing and contractor costs, project materials and equipment, marketing, travel, and other related costs.

Goal 3: Collections

Support exemplary stewardship of library collections in a variety of formats; as well as facilitate access to, discovery of, and use of those collections. (Collections)

Addresses LSTA Priorities:

- Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

- Develop library services that provide all users access to information through local, state, regional, national and international collaborations and networks.

Strategies and Programs/Activities:

These programs and activities will take place throughout the five-year period of the grant.

Statewide Programs, Resources and Materials: The State Library will provide resources and marketing materials to expand and promote collections for Arizona libraries and residents across the State, and embrace new technologies to deliver those resources. Activities include, but are not limited to:
- Access to electronic books
- Statewide databases of periodical and reference resources
- Braille and Talking Book Library
- Arizona Memory Project
- Cataloging, access to, and promotion of Arizona governmental publications
- Statewide interlibrary loan
- Online job and career materials
- Historic Arizona newspapers
- Print materials for tribal and rural libraries
- Other materials, as identified

Subgrants: The State Library will offer subgrants to public, tribal, school, special and academic libraries to support targeted collection development benefiting Arizona residents.

LSTA funds will be used by the Arizona State Library for subgrants, staffing and contractor costs, subscription costs, project materials and equipment, marketing, travel, and other related costs.

Goal 4: Leadership

Strive to provide statewide leadership to Arizona's libraries through building institutional capacity, including consulting, continuing education, evaluation, research, policy development and investments in professional development of its own staff. (Leadership)

Addresses LSTA Priorities:

- (a) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services.

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

- Carry out other activities consistent with the purposes set forth in 20 U.S.C. §9121, as described in the SLAA's plan.

Strategies and Programs/Activities:

These programs and activities will take place throughout the five-year period of the grant.

Consulting: The State Library will provide consulting services on both a formal and informal basis to all public, tribal and non-profit libraries in Arizona. Activities include, but are not limited to:
- Regular meetings with county librarians, as well as other library leaders and staff
- Visits with library staff both on site and in the State Library offices
- Tribal library outreach
- Regular electronic and telephone communication with the greater library community
- Strategic planning support for public and tribal libraries

Continuing Education: The State Library will provide continuing education opportunities for all library staff, students, volunteers and support groups. Activities include, but are not limited to:
- Speaker events
- Workshops and conferences
- Library Institute, both in-person and virtually
- Library Leadership Program
- An online learning tool for library staff
- Individual scholarships for training opportunities
- Support of a statewide library certification program

Partnership Building: The State Library will continue to build both formal and informal partnerships and collaborations with other state agencies, educational and non-profit

organization and library educators to strengthen library services and programs across the state.

Research and Evaluation: The State Library will support research and the dissemination of that research about Arizona's libraries. Activities include, but are not limited to:
- Collection and dissemination of Arizona Public Library Statistics
- Dissemination of best practices, especially exemplary programs
- Training and other support to build an evaluation culture within its agency and across Arizona libraries.

Professional Development: The State Library will empower its staff to continue developing skills and knowledge. Activities include, but are not limited to:
- Attendance at local, regional, state and national professional library associations
- Attendance at training events providing skills needed to carry out this plan
- Tuition reimbursement for full-time staff enrolled in college-level library classes, or a program leading to PLA certification
- Other Programming, as identified

LSTA funds will be used by the Arizona State Library for tuition, staffing and contractor costs, project materials and equipment, marketing, travel, and other related costs.

Cross-Walk for Services/Activities with Focal Areas

Goal 1: Learning

Place the learner at the center of any initiative, and support lifelong learning and literacy, to assist Arizonans to fully participate in their local communities and the global society.

Focal Area	Service/Activity	Audience	Evaluation
Lifelong Learning	Every Child Ready to Read	Parents and caregivers	Completion of targeted activities; outputs; outcomes
	Summer Library Reading Programs	Youth, parents, caregivers, adults	Completion of targeted activities; outputs; customer satisfaction; outcomes
	OneBookAZ	Youth, adults	Completion of targeted activities; outputs; customer satisfaction
	Information Literacy	Students, adults	Completion of targeted activities; outputs; customer satisfaction; outcomes
	Programming for Adults	Adults	Completion of targeted activities; outputs; customer satisfaction
	Other Programming, as Identified	As Identified	To be determined
	Subgrants	Arizona residents	Determined by grantee

Goal 2: Community

Position libraries as forward-looking community anchors that address diverse needs, including human services, job and career development, and civic engagement.

Focal Area	Service/Activity	Audience	Evaluation
Human Services	Community Referral Programs	Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Equal Access to Justice	Arizona self-litigants	Completion of targeted activities; outputs; customer satisfaction
	Other Programming, as Identified	As Identified	To be determined
	Subgrants	Arizona residents	Determined by grantee
Employment & Economic Development	Job Assistance and Training Programs	Adults and teens, unemployed and underemployed; working population	Completion of targeted activities; outputs; customer satisfaction
	Small Business Development	Adults and teens	Completion of targeted activities; outputs; customer satisfaction
	Other Programming, as Identified	As Identified	To be determined
	Subgrants	Arizona residents	Determined by grantee
Civic Engagement	Civic Engagement Programs	Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Other Programming, as Identified	As Identified	To be determined
	Subgrants	Arizona residents	Determined by grantee

Goal 3: Collections

Support exemplary stewardship of library collections in a variety of formats; as well facilitate access to, discovery, and use of those collections. (Collections)

Focal Area	Service/Activity	Audience	Evaluation
Information Access	Electronic Books	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Statewide Databases	Libraries, Arizona residents	Outputs
	Braille and Talking Book Library	Visually impaired	Completion of targeted activities; outputs; customer satisfaction; outcomes
	Arizona Memory Project	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Government Publications	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Statewide ILL	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Online Job and Career Material	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Historic AZ Newspapers	Libraries, Arizona residents	Completion of targeted activities; outputs; customer satisfaction
	Print Materials/Tribal & Rural	Tribal and Rural libraries	Completion of targeted activities; outputs; customer satisfaction
	Other Materials, as Identified	As Identified	To be determined
	Subgrants	Arizona residents	Determined by grantee

Goal 4: Leadership

Strive to provide statewide leadership to Arizona's libraries through building institutional capacity, including consulting, continuing education, evaluation, research, policy development and investments in professional development of its own staff.

Focal Area	Service/Activity	Audience	Evaluation
Capacity Building	Library Consulting	Library staff	Customer satisfaction
	Tribal Library Consulting	Library staff	Customer satisfaction
	Strategic Planning for Libraries	Stakeholders, library staff	Completion of targeted activities; outputs; customer satisfaction
	CE Speaker Events	Library staff	Completion of targeted activities; outputs; customer satisfaction; outcomes
	CE Workshops & Conferences	Library staff	Completion of targeted activities; outputs; customer satisfaction; outcomes
	Library Institute	Library staff lacking formal education	Completion of targeted activities; outputs; customer satisfaction; outcomes
	Library Leadership Program	Library staff in management positions, or working toward a management position	Completion of targeted activities; outputs; customer satisfaction; outcomes
	Online Library Learning Tool	Library staff	Completion of targeted activities; outputs; customer satisfaction
	Scholarships	Library staff	Completion of targeted activities; customer satisfaction
	Public Library Statistics	Stakeholders, library staff	Completion of targeted activities, outputs
	Evaluation	Library staff	Completion of targeted activities
	State Library Staff Continuing Education	State library staff	Completion of targeted activities; outputs; customer satisfaction

Coordination Efforts

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

The Arizona State Library, Archives and Public Records, a division of the Arizona Secretary of State, works closely with state agencies and offices. These partnerships are expected to continue from 2013-17.

Summer Reading
Library Development staff worked with the Governor's Office of Education Innovation to promote summer reading in 2012 and will continue to join forces to promote children and families reading together. The Governor published a pre-K through high school summer reading list with titles from the Common Core Standards. Families came to their local public libraries to check out the books on the list, and the Governor's Office of Education Innovation promoted their joining the summer reading program while at the library. Students who indicated that they had read from the Governor's list received a special gift through the Arizona Ready website established by her Office of Education Innovation.

Literacy
In October 2010, Arizona received a federal Department of Education Striving Readers grant to develop a State Literacy plan. To create and write the birth – grade 12 plan, the Arizona Department of Education (ADE) convened a State Literacy Team which included the State Library's Library Development Director. That plan for literacy instruction, intended to ensure that all students will learn to read by third grade and graduate from high school as literate citizens, has now been written. As ADE moves into the implementation phase, the State Library will continue its membership on the State Literacy Team and also serve on a family engagement committee. The State Library currently supports libraries statewide with materials and training to be leaders in their communities in working with parents and caregivers to prepare children to enter school ready to read. Our work will expand to provide help to families of students who are struggling to reach the goal of reading by third grade and graduating as literate citizens.

First Things First is a state agency with a mission to be "one of the critical partners in creating a family-centered, comprehensive, collaborative and high-quality early childhood system that supports the development, health and early education of all Arizona's children birth through age five." A board and 31 Regional Councils oversee the expenditure of funding provided by an 80-cent per pack tax on tobacco products. The Library Development Division Director serves on the First Things First Family Support and Literacy Advisory Committee, and the State Library encourages librarians to participate in their local councils and to apply for grant funding for early literacy initiatives.

Economic Development and Job Assistance
Arizona Workforce, through the Department of Economic Security is the State
Library's partner for its BTOP-funded job training program. As the project winds down,
some of this work may be supported with LSTA funds. Workforce does not have the
resources to have a presence in communities at the granularity that libraries represent.
Participating libraries serve as extensions designed to augment Workforce's goals and
aspirations for Arizona. Participating libraries receive substantial training from
Workforce to convey to each patron the importance of establishing a relationship with
Workforce and to also know how best to approach helping job-seeking patrons.
Workforce has and will continue to participate in select events as a guest
speaker/presenter.

Economic Development and Telecommunications
The State Library has a seat on the board of directors of the Arizona Telecommunications
and Information Council, an economic development foundation of the Governor's
Strategic Partnership for Economic Development (GSPED). ATIC functions as Arizona's
recognized and authoritative organization guiding technology policy development,
serving as a leading source of information and expertise on telecommunications and
information technology matters. State Library participation helps to leverage grants,
expertise, demand and outreach.

State Library staff members are also working with the Arizona Strategic Enterprise
Technology Broadband Project task group – to help collaborate with other state agencies
(Health, Education, Transportation, Economic Security) to come up with innovative
collaborative projects for the sustainable adoption of Broadband. This work is expected
to extend to the Arizona Department of Transportation in coming years.

Services to the Blind and Visually Impaired
The Braille and Talking Book Library Division collaborates with Arizona Rehabilitation
Services Administration/Department of Economic Security to provide access to audio
newspapers and magazines for individuals who are blind or visually impaired and unable
to read the print versions. The Newsline® service also provides audio access to current
job listings. A user can limit their job search to selected locations and types of jobs.
Access to Newsline® is by phone, podcast, KeyStream, download to a compatible player,
or by selecting items to be sent via email.

Information Services
The Law and Research Library works with state agencies to provide information from its
collections and subscriptions and to seek information from other sources to meet their
research needs. The Law and Research staff connects with state agency librarians and is
their lifeline to locating information, through online databases, collections, or resource
sharing services provided through interlibrary loan. Periodically, we do training classes
for agencies, including the state courts, to inform them about the online resources
available through us. The Law and Research staff also coordinates and organizes
meetings of the state agency librarians to discuss offerings, unique collections, and
identify needs and directions of the libraries and their agencies.

<u>Federal Depository Libraries</u>
The Law and Research Library, as a regional Federal Depository, works throughout the year with federal depository libraries in public, community college, and state university libraries. Some of these libraries also collect state agency publications.   The State Library provides extra copies of these publications to requesting libraries and also puts these publications on the internet through the Arizona Memory Project.

<u>Law Library Outreach</u>
The State Library works with the public law libraries (universities and county law libraries) to compile lists, and inform law libraries around the state of trends.

<u>E-rate Assistance</u>
The State Library's e-rate coordinator works with the Arizona Department of Education for joint trainings and creating tools to promote and facilitate E-rate applications, and with the Arizona State Procurement Office to negotiate state purchasing agreements.

Evaluation Plan

The State Plan must include an evaluation plan that describes the methodology that will be used to evaluate the success of activities established in the State Plan. 20 U.S.C. § 9134(b)(4). SLAAs should review the current evaluation guidance available on the IMLS Extranet: http://stateprograms.imls.gov.

The Arizona State Library is committed to revamping the evaluation of both statewide projects and subgrants. In her 2008-12 evaluation, Amy Kemp encouraged the State Library to do this: "Support, require, and enforce consistent and rigorous evaluation for internal and external projects. All project proposals should be reviewed for thorough and realistic evaluation and measurement planning. All implemented projects should continually reflect and report on their measurable outcomes."

Evaluation is designed into each Arizona LSTA project from the beginning, and the State Library will work to strengthen these evaluation plans by additional training and monitoring of State Library staff and subgrant project directors. An evaluation methodology will be determined for each project based on program design and goals. Each project will be evaluated for completion of targeted activities, and outputs. If appropriate, projects also will be evaluated for outcomes and customer satisfaction.

Evaluation strategies for each activity/project are listed in the Crosswalk section.

The State Library will consider using the IMLS work on "Measuring Success" as an evaluation model, once that work is complete. The six targeted areas -- Lifelong Learning, Human Services, Civic Engagement, Employment and Small Business Development, Information Access, and Institutional Capacity -- are all areas in which Arizona will engage in programming with 2013-17 LSTA funds.

Stakeholder Involvement

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

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

- Maricopa County Library District patron survey by Orangeboy, Fall 2011.
- County Librarians focus group by evaluator Amy Kemp, 11 participants, November 2011.
- Arizona Library Association small group discussions on future of libraries, 50 participants, November. 2011
- Key stakeholder interviews by evaluator Amy Kemp, 12 phone interviews with library leaders, December 2011.
- Online survey of 965 library stakeholders, via Zoomerang, 196 respondents, December 2011- January 2012.
- Online survey of 178 library leaders, via Zoomerang, about State Library initiative priorities, 84 responses, January 2012
- Online survey of Arizona Memory Project partners, March-April, 2012.

A webinar and presentations to the library community were held planned before the 2013-17 plan was finalized for submission to the Institute of Museum and Library Services. Once submitted and finalized, the plan will be presented at an August, 2012, County Librarians Meeting.

With its 2009 move from the Arizona Legislature to the Secretary of State's Office, the State Library has worked to reconstitute its State Library Advisory Board. The new 11-member board, with broader representation and support, has met twice, and is focused on hiring a new State Librarian.

Communication and Public Availability

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

This five-year plan was developed with input obtained from a variety of stakeholders and audiences via both formal and informal channels. The section above on Stakeholder Involvement describes communication procedures used in the development and finalization phases. The following outline summarizes communication plans for 2013-2017 during the implementation phase.

Once the new five-year LSTA plan is accepted by IMLS, the plan will be placed on the Arizona State Library website, www.azlibrary.gov. The State Library Advisory Board will receive the LSTA Plan. Throughout the year, the Board will receive regular updates from the State Library Director or a staff member at each of their meetings. Members have the opportunity to ask questions or provide feedback during these meetings.

Library and political leaders will also be informed of the new plan along with county librarians and librarians throughout the state. The Arizona Library Association and the State Library Senior Management team will be kept abreast of progress toward key initiatives.

The State Librarian also informs U.S. Congressional delegates about the success of LSTA programs and the benefit of LSTA programs to their individual congressional districts.

The State Library professionals who are most involved with LSTA programs and the LSTA Grants Administrator are featured speakers at library, museum and archives, and other professional conferences, meetings and workshops. LSTA Plan achievements and the planning process itself are often noted in these sessions.

The Arizona State Library has been and will continue to be a convener, collaborator, and disseminator of all types of library and cultural information. Through these roles, the State Library will foster communication with a variety of audiences about ongoing implementation and achievements of the 2013-2017 LSTA Plan.

Monitoring Procedures

SLAAs must describe the procedures for continuous tracking of current performance in relation to the State Plan. 45 C.F.R. part 1183.40.

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

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

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

The Arizona State Library's accounting office and Library Development's LSTA coordinator prepare the requisite annual report for IMLS in November and December of each year. That report details the financial expenditures and describes many of the project programs in narrative form.

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

Assurances

Program Assurances for 2013 Grant Award (includes Internet Safety Assurance and compliance with the Trafficking in Persons requirement)

- *Certifications Regarding: Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying*
- *Assurances of Non-Construction Programs*
- *State Legal Officer's Certification of Authorized Certifying Official*
- *Reporting Sub-awards and Executive Compensation*
- *Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries*