

# California Library Services and Technology Act





Submitted to  
the Institute of Museum and Library Services  
2023 - 2027

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Photo Courtesy: Terry Lorant

## MISSION STATEMENT

**EQUITY** is the fair treatment, access, and opportunity for advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources (Worcester State University, n.d.).

The mission of the California State Library's grant funding is to strengthen and advance access, equity, and innovation through strategic collaboration, capacity building, and the careful and responsible management of the federal funds entrusted to our care. Our efforts help libraries across California focus on public service as they improve their work with communities.

We will achieve our mission by targeted distribution of resources and opportunities, which ultimately leads to fairness and justice (Worcester State University, n.d.). As we build more equitable programs and services with and for libraries, our capacity building activities will ensure that libraries have staff with the necessary knowledge and skills to implement the work required. We will continue to build partnerships focused on reaching mutual goals that also show libraries across the state how to develop local partnerships that impact their communities in positive ways.



# VISION STATEMENT

The California State Library strengthens the ability of local libraries to meet the needs and expectations of California's communities and improve access to opportunities for all.

## PRIORITIES



**To reach our mission with integrity and purpose, we commit to:**

**Collaboration and partnership** that enables California libraries to maximize the reach and quality of their services by including diverse stakeholder perspectives and creating opportunities to work together to reach mutual goals

**Equity-centered work** to help ensure all communities have the library services and programs they need to thrive.

**Data driven and outcomes-based impact** that contributes to informed decision-making, enables continuous improvement, and eliminates systemic barriers.

**Ongoing internal and external communication** to facilitate information-gathering and sharing, leading to improved community-centered programs and services.





Photo Courtesy: Monterey County Free Libraries

## NEEDS ASSESSMENT

The California Library Services and Technology Act Investment Plan for 2023-2027 is informed by:

- **Regular communications** between the California State Library's staff, the library community including library directors and staff, and staff from library cooperatives and networks across the state, as well as state agencies and offices such as the California Department of Education, California Department of Parks and Recreation, and the California Labor and Workforce Development Agency.
- Data gathered during the **evaluation** of the 2018–2022 Library Services and Technology Act Investment Plan.
- Data gathered during the **planning and development** of the 2023–2027 Library Services and Technology Act investment plan.
- **Documented needs** of the communities served by California's libraries.

# ONGOING COMMUNICATION

The Library Development Services staff communicates regularly with staff in California libraries and other state agencies and offices as well as local, regional, and statewide partners. Library Development Services staff gather data from grant awardees and community partners about their changing needs, assets, aspirations, and practices and the impact of Library Services and Technology Act funds. This is achieved during site visits, networking calls and discussions, training sessions, conference participation, joint programming activities, communities of practice, committee participation, meetings of California's regional library cooperatives, and an annual Public Library Directors Forum.

Beginning in March 2020, Library Development Services staff began to host monthly virtual meetings with public library directors and all levels of library staff. These types of meetings are now a regular part of the Library's communications with the California library community.



Photo Courtesy: Terry Lorant



Photo Courtesy: Los Angeles Public Library



# FIVE-YEAR EVALUATION

The California State Library has completed an evaluation of the 2018-2022 Library Services and Technology Act Investment Plan. The evaluation was conducted by QualityMetrics, a consulting firm with expertise in evidence-based decision-making, library assessment, research, and development. Feedback on current and recent Library Services and Technology Act grant-funded projects was gathered from Library Development Services staff, Library Services and Technology Act project advisors, and members of California's library community, including directors, mid-level managers, and front-line staff. Data was gathered through focus groups, interviews, and electronically distributed surveys. Evaluators also reviewed numerous documents including State Program Report data, Public Libraries Survey statistics, and the California State Library website and social media accounts.



# DEVELOPMENT OF CURRENT PLAN

The California State Library engaged in a rigorous process to develop our 2023-2027 Library Services and Technology Act Investment Plan. The effort was led by LEO: Librarians & Educators Online, a consulting, planning, evaluation, and training company that facilitates learning and planning processes with non-profit organizations and communities.

During the planning phase, LEO gathered data from multiple stakeholders about current Library Services and Technology Act funded programs, practices, and activities to identify what libraries in California need to successfully serve local communities. LEO also reviewed internal and external documents related to the California State Library's current Library Services and Technology Act grant-funded work, as well as visioning documents and communication plans for the California State Library.

The State Library's internal document, "Where the State Library Will be in Five Years," is one of the documents reviewed as a part of the planning team's process. The goals outlined in that document align with the goals in this 2023-2027 Investment Plan. Connections between the two documents include: trusted stewardship of public funds; promotion of innovative equity-based community-centered programs and services; reducing barriers to access; and centering equity, diversity, and inclusion in all library services.

This data was used to draft a mission and vision statement, four guiding priorities, and four strategic goals that were revised in consultation with California State Library staff and various stakeholder groups. Multiple methods of stakeholder engagement were used throughout the planning and development phases. This included listening sessions, focus group discussions, and interviews.



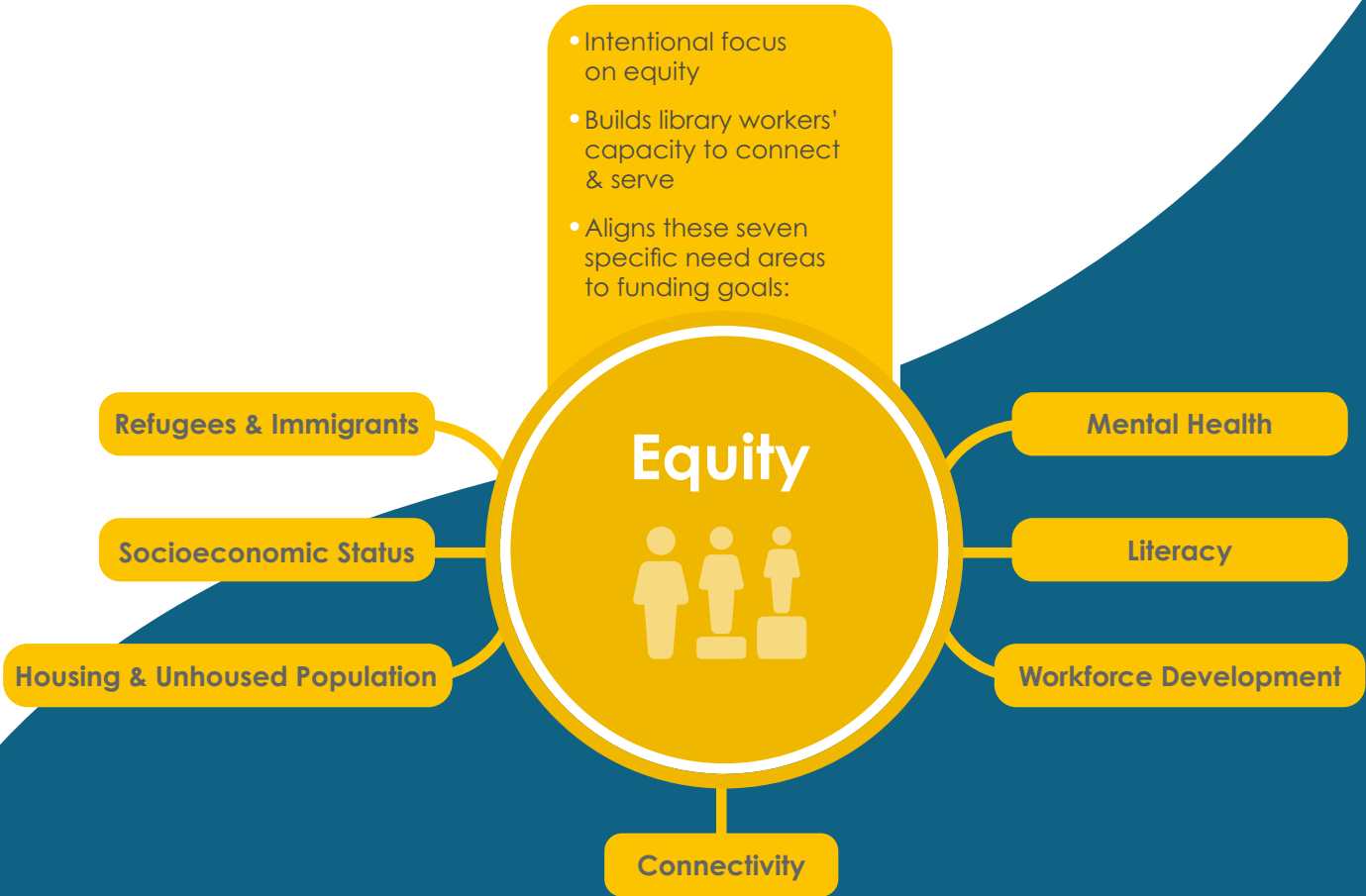
# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

With more than 39 million people, California is the nation's most populous state.

- One of every eight United States residents lives in California (Public Policy Institute of California, 2021).
- By 2050, California's population is projected to reach 44 million people (California Department of Finance, 2019).
- From 2010 to 2020, California's population grew by 2.3 million, or 6 percent—low for the state and lower than the rest of the nation's 7 percent growth rate (United States Census Bureau, 2022).
- International migration to California has slowed, contributing to the decline in overall growth rate (United States Census Bureau, 2022).

California has distinct regions with very different population characteristics. The state has some of the country's largest cities. Los Angeles, with a population of 3.9 million, is the second largest in the nation. San Diego and San José are eighth and tenth, respectively (Ballotpedia, 2020).

But much of the state is sparsely populated. Nearly 80 percent of California's land area is characterized as rural. Fewer than 34,000 people live in Alpine, Mono, and Inyo counties, an area in the eastern Sierra Nevada that covers 14,000 square miles—almost three times the size of Connecticut, which has a population of 3.6 million (United States Census Bureau, 2021).



# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

With its intentional focus on equity, and on building library worker capacity to connect and serve local marginalized communities, the California State Library Five-Year Investment Plan aligns the following specific need areas to funding goals and objectives:

## ● Refugees and Immigrants

At least 27 percent of Californians—almost 11 million people—is foreign born. That's twice the national average of 13 percent and a higher proportion than in any other state (United States Census Bureau, 2022). California is one of the most diverse places in the world. No race or ethnic group constitutes a majority of the population: 39 percent of state residents are Latino, 35 percent are white, 15 percent Asian American or Pacific Islander, 6 percent African American, 4 percent multiracial and 1.6 percent American Indian, according to the 2020 Decennial Census. In 2015, Latinos surpassed whites as the state's single largest ethnic group (United States Census Bureau, 2022).

Immigrants are a critical part of California's economy. They contribute some \$715 billion—about one-third—of the state's gross domestic product each year and comprise 35 percent of the state's civilian workforce (CALimmigrant, 2017). Research shows California local governments that develop policies and practices focused on inclusion build trust and relationships, increasing the economic and civic engagement of immigrants and the broader community. These efforts lay the groundwork for cross-sector partnerships, and support workforce development and economic prosperity (Institute for Local Government, 2021).

## ● Socioeconomic Status

Nearly one in four California families currently live in or near poverty. Federal poverty rates vary widely across California counties. Imperial County has the highest rate, at 19.4 percent, followed by Tulare and Fresno/Kern Counties, at 18.4 percent and 16.7 percent, respectively (United States Census Bureau, 2022).

Poverty rates are higher among people of color and among people with less education. In 2020, Latinos and African Americans had poverty rates of 16.2 percent and 19.6 percent, respectively. Asian Americans have a poverty rate of 10 percent. The rate for whites is 8.8 percent (United States Census Bureau, 2022).

Some 1.5 million California children live in families without the resources to meet basic needs. California's 16.8 percent child poverty rate is the highest in the nation. In 2019, "nearly one in six—16.4 percent—Californians were not in poverty but lived close to the poverty line (United States Census Bureau, 2022).

# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

## ● Socioeconomic Status (Continued)

All told, more than one-third—34 percent—of state residents were poor or near poor in 2019 (United States Census Bureau, 2022).

The 2021 United States Health and Human Services poverty guideline for an individual is \$12,880. The poverty guideline for a family of four is \$26,500. The share of Californians in families with less than half the resources needed to meet basic needs—the “deep poverty” rate—was 4.6 percent (Public Policy Institute of California, 2022). Deep poverty equals less than \$6,440 for an individual and less than \$13,250 for a family of four.

The state has significant numbers of youth who face social, economic, educational, and health-related challenges. Statewide about 500,000 teens live in poverty (United States Census Bureau, 2022). California has the largest numbers of homeless, unaccompanied youth in the country, 34.1 percent of the national total (United States Department of Housing and Urban Development, 2022).

Statistically, the impacts of childhood poverty are enormous. Family poverty is associated with a number of adverse conditions including high mobility and homelessness, hunger and food insecurity, parents who are in jail or absent, domestic violence and drug abuse. These stressors in early childhood negatively impact learning, including linguistic, cognitive, and social-emotional skills as well as “non-cognitive” skills, linked to school success. Poverty also affects behavior and health, contributing to low achievement, chronic absenteeism, and misbehavior (American Psychological Association, 2022).

## ● Housing and Unhoused Populations

California has the highest number of residents experiencing homelessness in the country. As shown in the image below, in 2020, 27.89 percent of those experiencing homelessness in the nation were in California. New York ranks second in the nation with 15.76 percent of the population experiencing homelessness (United States Interagency Council on Homelessness, 2020). The largest number of persons experiencing homelessness in California—just under 38 percent—is in Los Angeles County (City of Mayors, 2020). Just under 48 percent of the unsheltered homeless in the nation are in California. Nearly four in 10 individuals in the United States with chronic patterns of homelessness are found in California (United States Department of Housing and Urban Development, 2022).



# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

- **Housing and Unhoused Populations (Continued)**

- Nearly 29 percent of veterans experiencing homelessness live in California and the same percentage of veterans—one in four—is struggling with a mental illness (United States Housing and Urban Development, 2022, National Alliance on Mental Illness, 2021).

Trends in California's population numbers highlight that those migrating to the state have higher incomes than those who are leaving. Lower- and middle-income Californians who have left cite that the state's high cost of living, primarily housing cost-related, is a major factor in their decision to leave (Public Policy Institute of California, 2022).

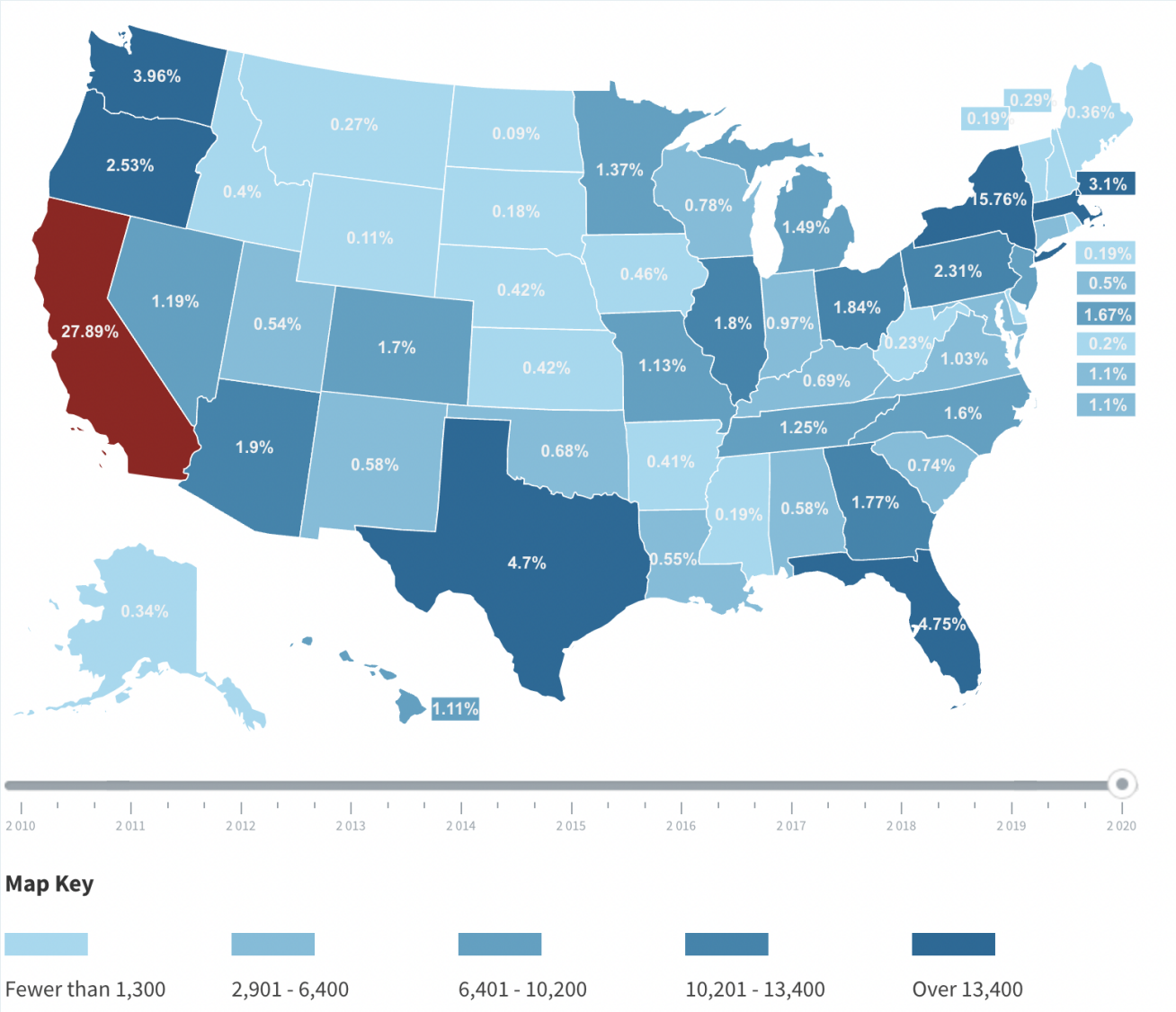


Figure 1: Total people experiencing homelessness (United States Interagency Council on Homelessness, 2020)

# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

## ● Mental Health

February 2021 data published by the National Alliance on Mental Illness recognizes the impact of the pandemic on mental health and highlights the needs of California's residents. According to Alliance data, 46 percent of adults in California reported symptoms of anxiety or depression. Nearly 22 percent were unable to get needed counseling or therapy. Some 9.4 million Californians live in communities with insufficient mental health professionals.

Young people aged 12-17 also struggle with mental health challenges. Nearly 400,000 Californians in that age group report having depression and seven in 10 youth in the juvenile justice system have a mental health condition (National Alliance on Mental Illness, 2021).

## ● Literacy

The latest census says that 16.1 percent of Californians aged 25 or over have not attained a high school diploma or equivalency. On average, people who don't finish high school earn \$25,253 annually. That is \$7,300 less than high school graduates and almost \$40,000 less than a person holding a bachelor's degree. The poverty rate for people without high school diplomas is more than twice that of college graduates. The unemployment rate is 2.5 percentage points higher than the state average (United States Census Bureau, 2020).

Low literacy contributes to almost every socioeconomic issue in the state. More than 60 percent of United States prison inmates are functionally illiterate (Begin to Read, n.d.). Highlighting the challenges in serving the needs of minority Californians, low-literacy is more prevalent by as much as two-thirds among African American and Latino populations than among whites.

Low skills also do damage to a sense of community and shared democracy by limiting civic participation: 50 percent of low-literate adults do not believe that "people like them" have a say in what the government does (Organization for Economic Cooperation and Development (OECD), 2013).

Low functional, financial, and digital literacy contribute to major losses in productivity and economic potential for California. People who are minimally proficient in literacy earn significantly more than those at the lowest levels of literacy.

Raising the level of literacy for all adults in the United States would increase the gross domestic product by 10 percent, and in areas of California, the local gross domestic product could increase up to 26 percent (Rothwell, 2020).

# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

## ● **Connectivity**

Gaps in broadband access exist across the state. In fall 2020, 26 percent of K-12 students and nearly 40 percent of low-income students did not have reliable internet access. Only 68 percent of adults 65 and older in rural counties had home broadband. Broadband in these areas is limited largely by financial, technological, and topological barriers.

Limited connectivity may reduce access to telehealth, which is important because rural areas face shortages of physicians and mental health providers (Public Policy Institute of California, 2021).

## ● **Workforce Development**

Only about 25 percent of students complete career education credential programs, according to a 2021 report by the Public Policy Institute of California.

“There are notable equity gaps,” the Public Policy Institute finds. “Asian and white students are more likely to complete a credential or stackable pathway, while Black students are least likely. Students who do successfully complete a continuing education credential typically take nearly three years to do so, and equity gaps emerge there as well: starting as early as the first year, Black students appear to fall off the completion trajectory of other student groups and those differences grow over time. (Public Policy Institute of California, 2021).

## **Documented Needs as Seen Through the Eyes of Library Workers**

During the needs assessment phase of the five-year investment planning process, the project team spent time learning from library workers how their challenges and successes relate to the documented needs of California communities. Frequently workers spoke of the need to better connect with marginalized community members—including refugees and immigrants, homeless populations, low literacy residents, and low socioeconomic status families—to build programs and services that leverage community strengths and help meet community challenges. Library workers spoke to their own challenges in:

- Knowing how to embed equitable practices into service design and implementation including designing outcomes and assessments, bringing voices of marginalized community members into planning and implementation, and developing skills in building and sustaining equity-based community partnerships.



# DOCUMENTED NEEDS OF CALIFORNIA'S COMMUNITIES

## Documented Needs as Seen Through the Eyes of Library Workers (Continued)

- Understanding how to re-envision library systems and structures, for example job descriptions, policies, and staffing models, as a step towards overcoming barriers to providing equitable services.
- Gaining leadership skills in areas including relationship building with marginalized community members (defined by race, ethnicity, socioeconomic status, housing status, literacy level, etc.) and those who work with them, to design and implement equitable services and practices.
- Creating opportunities for library staff at all levels and in all roles to receive mentoring and coaching from colleagues and community members reflective of diverse staff members' own lived experiences.
- Collecting and analyzing data to build knowledge of the demographics of the local community, understand how strengths and challenges of varying local populations differ, learn where strengths and challenges are most apparent, create an ongoing cycle of assessment and evaluation, and explain the value of equitable practices and services.
- Expanding access to resources for marginalized members of the community including digital and analog access.
- Exploring and expanding access to the histories of those in the community whose stories are infrequently heard.

The 2023-2027 Investment Plan goals are closely tied to these documented needs and reflect the acute and visible ongoing challenges faced by California residents challenges exacerbated because of the worldwide pandemic and national civil unrest.

The goals provide library workers with opportunities to uncover challenges within their local communities and to work closely with stakeholders and community members to design services that reach Californians who need library services the most.



Photo Courtesy: Los Angeles Public Library

# GOALS

The goals and objectives of the 2023-2027 Library Services and Technology Act Investment Plan frame how the California State Library will help local libraries equitably serve their communities.

While each goal stands on its own, they are interrelated and focus on providing funding opportunities and resources to help libraries better engage their communities through services that support lifelong learning, community and economic development, and health and well-being.

Our goals also recognize the valuable position libraries hold in their communities as a partner and advocate for equitable services.

The California State Library recognizes that communities across the state are not the same and that barriers of varying degrees limit or prevent access to library services. The State Library's goals prioritize lowering those barriers in communities where they are highest.

Note: Library Services and Technology Act funded projects listed below represent samples of activities that will be implemented by the state over the next five years. Along with Library and Technology Services Act funded projects, the California State Library finances several activities in each goal area with dollars provided by the State of California.

## GOAL

**1** Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

## GOAL

**2** Expand the capacity of California library workers to create and implement services that impact communities equitably

## GOAL

**3** Broaden data-driven planning and decision-making centered on community impact

## GOAL

**4** Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

# GOAL 1

## Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

Supporting libraries in providing equitable services is at the heart of the goals the State Library strives to achieve over the next five years. Designing equitable programs and services requires that all libraries have a shared understanding of what equity means and know how to put equity principles into practice.

The State Library will develop initiatives and support projects that increase library workers' knowledge of equity, create opportunities for libraries to work with communities to improve equitable engagement, and eliminate barriers to access for marginalized communities.

Timeline	2023-2027
<p><b>Needs assessment &amp; documented needs addressed</b></p>	<ul style="list-style-type: none"> <li>● Knowing how to embed equitable practices into service design and implementation including designing outcomes and assessments, bringing voices of marginalized community members into planning and implementation, and developing skills in building and sustaining equity-based community partnerships.</li> <li>● Understanding how to re-envision library systems and structures, for example job descriptions, policies, and staffing models, as a step towards overcoming barriers to providing equitable services.</li> </ul>
<p><b>Objectives</b></p>	<ul style="list-style-type: none"> <li>● <b>1.1</b> Increase library workers' knowledge of equity principles and practices.</li> <li>● <b>1.2</b> Develop and implement library practices to foster equity-based community engagement.</li> <li>● <b>1.3</b> Reduce barriers to service for underserved populations</li> </ul>



# GOAL 1

## Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

### Strategies

- I. Projects include activities for library staff and communities to learn about local marginalized populations and develop a shared understanding and language of equity principles and practices.
- II. Projects engage staff in professional development activities that integrate equity-centered learning with practice.
- III. Projects include new or expanded partnerships and collaborations in which libraries engage with community stakeholders and groups from targeted populations.
- IV. Projects engage staff in understanding barriers to service to marginalized populations and in implementing strategies to remove those barriers.

### Library Services and Technology Act Funded Projects

#### **Building Equity-Based Summers in California**

This statewide project will help library workers develop a shared understanding of how to design and deliver equity-based summer services, re-think summer service structures and systems, and connect with marginalized populations to support their summer needs and align with their aspirations. Activities will include professional development opportunities, a community of practice, and resources to help libraries deliver equity-based summer programs.

[Intent: Improve the library workforce]

#### **Inspiration Grant Program**

The Inspiration grant program will provide library workers with opportunities to design and implement innovative programs and services and apply for funds for projects that don't align with other opportunities.

To receive funding, applicants must demonstrate attention to equity in their planning and implementation through existing and planned community partnerships, intentional connections made to marginalized communities, and the integration of equity principles and practices.

# GOAL 1

## Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

### Library Services and Technology Act Funded Projects

#### Inspiration Grant Program (Continued)

Each funded project will connect to one of the Institute of Museum and Library Services' focal areas: lifelong learning, information access, institutional capacity, economic and employment development, human services, and civic engagement.

The opportunity will be open on a rolling basis during the first part of the fiscal year during which projects are implemented.

[Intent: Applicants will choose an appropriate intent when applying for funds]

#### Local and Collaborative Grant Program

The Local and Collaborative grant program will help library workers respond effectively to local needs and align services with community aspirations. It will support experimentation and research and development in California's libraries and provide training and support in grant writing and grant management for library workers.

To receive funding, applicants must demonstrate attention to equity in their planning and implementation through existing and planned community partnerships, intentional connections made with marginalized communities, and the integration of equity principles and practices.

Each funded project will connect to one of the Institute of Museum and Library Services' focal areas: lifelong learning, information access, institutional capacity, economic and employment development, human services, and civic engagement.

# GOAL 1

## Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

<p><b>Library Services and Technology Act Funded Projects</b></p>	<p><b>Local and Collaborative Grant Program (Continued)</b></p> <p>The opportunity will be open for applications the year prior to the fiscal year during which projects are implemented. Applicants may apply for a local project involving one applicant library or a collaborative project involving three or more libraries. Special attention, including targeted communications and support, will be paid to libraries and jurisdictions that have not received Library Services and Technology Act funding during the implementation of the previous Five-Year Plan.</p> <p>[Intent: Applicants will choose an appropriate intent when applying for funds]</p>
	<p><b>Literacy Initiatives</b></p> <p>This statewide project will support library literacy staff, volunteers, and adult learners in developing a shared understanding of how to design and deliver equity-based library literacy services that support the needs of adult learners and their families and align with learners' and families' aspirations. Activities will include professional development opportunities, communities of practice, and resources to help library literacy staff and volunteers deliver equity-based literacy services for English-speaking adult learners, English-as-a-Second-Language learners, and their families.</p> <p>[Intent: Improve the library workforce]</p>
<p><b>LSTA Purposes &amp; Priorities</b></p>	<ul style="list-style-type: none"> <li>● Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership</li> <li>● 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.</li> </ul>



# GOAL 1

## Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities

### IMLS Focal Areas/Intent

#### Lifelong Learning

- Improve users' formal education
- Improve users' general knowledge and skills

#### Information Access

- Improve users' ability to discover information resources
- Improve users' ability to obtain and/or use information resources

#### Institutional Capacity

- Improve the library workforce
- Improve library operations

#### Economic & Employment Development

- Improve users' ability to use resources and apply information for employment support
- Improve users' ability to use and apply business resources

#### Human Services

- Improve users' ability to apply information that furthers their personal, family, or household finances
- Improve users' ability to apply information that furthers their personal or family health & wellness
- Improve users' ability to apply information that furthers their parenting and family skills

#### Civic Engagement

- Improve users' ability to participate in their community
- Improve users' ability to participate in community conversations around topics of concern

# GOAL 2

## Expand the capacity of California library workers to create and implement services that impact communities equitably

Library workers' skills and mindsets are key determinants in a library's ability to create and implement equitable services that have community impact. The State Library will support library workers, including directors, managers, and paraprofessionals, in developing the competencies and skills they need to effectively serve their increasingly diverse communities.

<b>Timeline</b>	<b>2023-2027</b>
<b>Needs assessment &amp; documented needs addressed</b>	<ul style="list-style-type: none"> <li>● Gaining leadership skills in areas including relationship building with marginalized community members (defined by race, ethnicity, socioeconomic status, housing status, literacy level, etc.) and those who work with them, to design and implement equitable services and practices.</li> <li>● Creating opportunities for library staff at all levels and in all roles to receive mentoring and coaching from colleagues and community members reflective of diverse staff members' own lived experiences.</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>● <b>2.1</b> Increase equity-focused learning and implementation opportunities across library departments, positions, and external stakeholders.</li> <li>● <b>2.2</b> Increase opportunities for library workers at all levels to build equity- and community-based leadership skills.</li> <li>● <b>2.3</b> Enhance the ability of libraries to apply for funds and implement grant-funded projects to accomplish equity- and community-based missions and goals.</li> </ul>

# GOAL 2

## Expand the capacity of California library workers to create and implement services that impact communities equitably

<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>I. Projects support mentoring for library workers at all levels and include both micro-mentoring and full mentoring activities with stakeholders and community members from outside the library field.</li> <li>II. Projects include leadership training components that reach workers across library departments, roles, and responsibilities.</li> <li>III. Projects include equity-centered and community-based training activities that reach workers across library departments, roles, and responsibilities.</li> <li>IV. State library activities support under-represented libraries in developing successful grant applications.</li> </ul>
<p><b>Library Services and Technology Act Funded Projects</b></p>	<p><b>California Libraries Learn (CALL)</b></p> <p>This statewide project will provide professional development training for the library community. The project will comprise ongoing continuing education offerings and communities of practice that may include people within and outside the library profession. A leadership development program will include a leadership challenge activity with mentoring opportunities to engage library workers at all levels in working collaboratively on gaining understanding of and building solutions for challenges currently facing the profession. All activities will intentionally focus on inclusion and will bring equity into learning through conversation, practice, and reflection.</p> <p>[Intent: Improve the library workforce]</p> <hr/> <p><b>Get Involved</b></p> <p>This statewide project will lead and support library workers in connecting with volunteers throughout their community. It will expand the capacity of libraries, draw on skilled volunteers, and bring in voices and experiences that are not traditionally a part of library programs and services.</p> <p>[Intent: Improve the library workforce]</p>



# GOAL 2

## Expand the capacity of California library workers to create and implement services that impact communities equitably

<p><b>Library Services and Technology Act Funded Projects</b></p>	<p><b>Public Library Staff Education Program</b></p> <p>The Public Library Staff Education Program will expand who is able to work towards a masters degree in library and information science by providing reimbursements to library workers attending ALA-accredited graduate programs. The program will be designed to improve library services to California's diverse communities. Successful applicants will demonstrate skills, abilities, and experience in outreach to underserved populations and commitment to equity, diversity, and inclusion.</p> <p>[Intent: Improve the library workforce]</p>
	<p><b>Internship Program</b></p> <p>This new Library Development Services and State Library Services program will build opportunities for the California State Library and public libraries to create internship opportunities which will strengthen library workers' ability to bring community voices and expertise into library programs and services.</p> <p>[Intent: Improve the library workforce]</p>
<p><b>LSTA Purposes &amp; Priorities</b></p>	<ul style="list-style-type: none"> <li>● Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership</li> <li>● 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.</li> </ul>
<p><b>IMLS Focal Areas/Intent</b></p>	<p><b>Institutional Capacity</b></p> <ul style="list-style-type: none"> <li>● Improve the library workforce</li> <li>● Improve library operations</li> </ul> <p><b>Civic Engagement</b></p> <ul style="list-style-type: none"> <li>● Improve users' ability to participate in their community</li> <li>● Improve users' ability to participate in community conversations around topics of concern</li> </ul>

# GOAL 3

## Broaden data-driven planning and decision-making centered on community impact

Data is central to effective decision-making and communication for both the California State Library and for libraries across the state. The State Library will help library workers diversify the types of data they collect and improve the ways they analyze and use data to leverage community strengths, meet community needs, align with aspirations, and demonstrate impact. All of these are essential in the delivery of more equitable programs and services. The State Library will also conduct equity-centered evaluations, assessments, and data collection efforts to inform funding decisions.

<b>Timeline</b>	<b>2023-2027</b>
<b>Needs assessment &amp; documented needs addressed</b>	<ul style="list-style-type: none"> <li>● Collecting and analyzing data to build knowledge of the demographics of the local community, understand how strengths and challenges of varying local populations differ, learn where strengths and challenges are most apparent, create an ongoing cycle of assessment and evaluation, and explain the value of equitable practices and services.</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>● <b>3.1</b> Increase the ability of library workers to build long-term data knowledge reflective of the local community's challenges, strengths, and aspirations.</li> <li>● <b>3.2</b> Increase library workers' collection and use of diverse data to build equitable community-based services.</li> <li>● <b>3.3</b> Lead and support libraries in building a culture of impact-based decision-making.</li> </ul>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>I. Projects provide opportunities for library workers to learn and practice skills, reflect, iterate, and gain knowledge related to equity-based, data-driven decision-making.</li> <li>II. Projects provide resources—physical and intellectual—for library workers to explore and engage in equity-based data-driven decision-making.</li> <li>III. Grant applications, implementation, and reporting processes require evidence of equity-based data-driven decision-making.</li> </ol>

# GOAL 3

## Broaden data-driven planning and decision-making centered on community impact

### Library Services and Technology Act Funded Projects

#### Equity-Based, Data-Driven Decision-Making for Community Impact

This project will provide resources and training to help library workers diversify the data they collect as well as improve how they analyze and use data to leverage community strengths, meet community needs, and align with community aspirations. The project will prioritize community engagement. It will be co-designed with the library workforce and the communities they serve. [Co-design is the process of "...creating with stakeholders to ensure the results meet their needs and are usable" (Stratos Innovation Group, 2016).] Activities will include the provision of resources, communities of practice, and professional development opportunities.

[Intent: Improve the library workforce]

#### Public Libraries Survey

Data from the annual Public Libraries Survey will be organized and made accessible and available to California library workers and library stakeholders to support equity-based, data-driven planning and decision-making.

[Intent: Improve the library workforce]



Photo Courtesy: Becky Ruppel



# GOAL 3

## Broaden data-driven planning and decision-making centered on community impact

### LSTA Purposes & Priorities

- Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.
- 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.
- Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks.

### IMLS Focal Areas/Intent

#### Institutional Capacity

- Improve the library workforce
- Improve library operations

#### Civic Engagement

- Improve users' ability to participate in their community
- Improve users' ability to participate in community conversations around topics of concern



# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

Ensuring California's diverse community members' lived experiences are included in library work is central to both (a) creating a shared understanding of and appreciation for the historical and current social, political, economic, and scientific contributions of marginalized communities, and (b) equitable resource-sharing and access in and through libraries.

As defined by the United States Department of Health and Human Services, "lived experiences" refers to "...individuals directly impacted by a social issue or combination of issues who share similar experiences or backgrounds and can bring the insights of their experience to inform and enhance systems, research, policies, practices, and programs that aim to address the issue(s)" (United States Department of Health and Human Services, n.d.).

The California State Library will foster and support resource-sharing and access to information, services, and opportunities that prioritizes community engagement and centers on the lived experiences, strengths, and challenges of local communities.

<b>Timeline</b>	<b>2023-2027</b>
<b>Needs assessment &amp; documented needs addressed</b>	<ul style="list-style-type: none"> <li>● Expanding access to resources for marginalized members of the community including digital and analog access.</li> <li>● Exploring and expanding access to the histories of those in the community whose stories are infrequently heard.</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>● <b>4.1</b> Increase opportunities for library workers to leverage local community and institutional knowledge in support of equitable resource-sharing and access to information, services, and opportunity.</li> <li>● <b>4.2</b> Expand engagement with stories and lived experiences from California's marginalized communities.</li> </ul>

# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

<b>Objectives</b>	<ul style="list-style-type: none"> <li>● <b>4.3</b> Expand visibility and impact of stories and lived experiences from California's marginalized communities.</li> </ul>
<b>Strategies</b>	<ol style="list-style-type: none"> <li>I. Projects intentionally bring together library workers and community members from a range of backgrounds and experiences to share resources and co-design projects and activities that deliver equitable access to information, services, and opportunity.</li> <li>II. Projects center on and are informed by California's culturally specific and unique resources, particularly the lived experiences of marginalized communities.</li> <li>III. Projects center on and make more visible lived experiences and histories from members of California communities whose stories are not usually seen.</li> </ol>
<b>Library Services and Technology Act Funded Projects</b>	<p><b>Braille and Talking Book Library</b></p> <p>This project will provide library services in specialized formats to California residents unable to use standard print due to sensory, physical, and/or organic reading disabilities. These services lower barriers for a targeted underserved population by enabling users with disabilities to access print and electronic information needed in their daily lives as well as materials for lifelong learning.</p> <p>The Braille and Talking Book Library will engage its users in designing its services, including opportunities to test and reimagine services and give feedback on what is available and how materials are accessed.</p> <p>[Intent: Improve users' ability to obtain and/or use information resources]</p>

# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

### Library Services and Technology Act Funded Projects

#### California Revealed

California Revealed is a large-scale content creation, digitization, digital access, digital preservation, and resource-sharing project for local history collections in public libraries and other cultural heritage organizations. The project will help organizations across the state discover, preserve, and make accessible local history collections that are currently “hidden,” and continue building a unique online research and reference resource of primary source materials. California Revealed will document the experiences of Californians and strive to ensure that all Californians see themselves in the collections it preserves.

[Intent: Improve users' ability to discover information resources]

#### CopyCat Grant Program

The CopyCat grant program will help libraries, particularly in less well-resourced settings, adapt tried and tested programs and services for their communities. Customizable templates and resources from previously funded projects will be developed and shared among the library community.

To receive funding, applicants must demonstrate how the program template will be adjusted to meet local needs and align with local aspirations and how the project will support community engagement.

The opportunity will be open on a rolling basis during the first part of the fiscal year during which projects are implemented.

[Intent: Improve users' ability to obtain and/or use information resources]



# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

### Library Services and Technology Act Funded Projects

#### eBooks-for-All

eBooks-for-All will provide a platform from which all California library card holders will be able to access eBooks from major eBook providers.

This equity-based resource-sharing project will provide participating libraries and their card holders with access to a shared collection of items purchased by the State of California. Libraries will be able to share materials with one another's communities with no jurisdictional boundaries. It will allow anyone in the state with a library card to access eBooks regardless of home location.

[Intent: Improve users' ability to obtain and/or use information resources]

#### Networking California Library Resources

This project will deliver networking and resource-sharing opportunities for library workers including networking conversations and communities of practice based on shared interests that range from programming topics to job types; equity coaching for library staff implementing grant-funded programs; an annual Public Library Directors Forum; and shared subscriptions to resources. Activities will be co-designed by participants and will prioritize community engagement and participants' lived experiences, strengths, and challenges.

[Intent: Improve library operations]

#### Resource-Sharing for Californians

This project delivers the resources and services of the California state government's main public research library to meet the needs of all Californians. Working with libraries statewide, the State Library provides support to California's entire information network through reference and referral services; access to, preservation of, and enhancement of specialized collections; interlibrary loan; document delivery; database access; government information services; and consultation upon request.

# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

### Library Services and Technology Act Funded Projects

#### Resource-Sharing for Californians (Continued)

As both a Federal Depository Library and the main California State Document Depository Library the California State Library provides access to government documents and information, resources that support needs not served through local resources and outreach. Materials in these and other collections support government transparency and tell the often-unheard stories and history of all California communities. Cataloging and digitization efforts improve equity in accessing these resources and enable Californians to use them without visiting the California State Library in-person.

[Intent: Improve users' ability to discover information resources]

#### Statewide Strategic Library Development

The California State Library's Library Development Services Bureau will support California libraries, cooperative systems, and other library networks and their users in planning and developing services and resources. They will also support methods for delivery of access to information, services, and opportunity.

Using an equity lens, work will focus on the areas of early learning, out-of-school-time, services to adults, literacy, continuing education, library technology, library collections, data collection and use, resource-sharing, and engaging and serving members of marginalized communities.

Library Development Services' staff will work closely with library workers individually and through small and large group conversations and virtual consulting. Project activities will prioritize community engagement and participants' lived experiences, strengths, and challenges.

[Intent: Improve the library workforce]

# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

<p><b>Library Services and Technology Act Funded Projects</b></p>	<p><b>Theme-Based Grant Program</b></p> <p>The Theme-Based grant program will support library workers in developing equity- and community-based programming around a shared theme. Working with the library community, a different theme will be identified each year. The themes will connect to California communities' strengths and challenges. Activities will include communities of practice and the development of shared resources.</p> <p>To receive funding, applicants must demonstrate attention to equity in their planning and implementation through existing and planned community partnerships, intentional connections made to marginalized communities, and the integration of equity principles and practices. The funded projects will connect to one of the Institute of Museum and Library Services' focal areas: lifelong learning, information access, institutional capacity, economic and employment development, human services, and civic engagement.</p> <p>The opportunity will be open for applications the year prior to the fiscal year during which projects are implemented. Special attention will be paid to libraries and jurisdictions (a) that have not received Library Services and Technology Act funding during the implementation of the previous Five-Year Plan and (b) for which the selected theme aligns closely with community strengths and challenges.</p> <p>[Intent: The intent will be dependent on the theme selected each year]</p>
<p><b>LSTA Purposes &amp; Priorities</b></p>	<ul style="list-style-type: none"> <li>● Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.</li> </ul>

# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

### LSTA Purposes & Priorities

- Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.
- 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.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved.
- Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks.





# GOAL 4

## Strengthen equitable resource-sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges

### IMLS Focal Areas/Intent

#### Lifelong Learning

- Improve users' formal education
- Improve users' general knowledge and skills

#### Information Access

- Improve users' ability to discover information resources
- Improve users' ability to obtain and/or use information resources

#### Institutional Capacity

- Improve the library workforce
- Improve library operations

#### Economic & Employment Development

- Improve users' ability to use resources and apply information for employment support
- Improve users' ability to use and apply business resources

#### Human Services

- Improve users' ability to apply information that furthers their personal, family, or household finances
- Improve users' ability to apply information that furthers their personal or family health & wellness
- Improve users' ability to apply information that furthers their parenting and family skills

#### Civic Engagement

- Improve users' ability to participate in their community
- Improve users' ability to participate in community conversations around topics of concern

# COORDINATION EFFORTS

All the projects outlined in this plan connect with Institute of Museum and Library Services' focal areas and intents. Library Development Services will continue to work with other state agencies and offices to coordinate resources, programs, and activities as well as leverage federal and state investment in elementary and secondary education, early childhood education, workforce development, and other federal programs and activities.

Examples of how the California State Library will continue to work with other state agencies and offices include the following:

## **California Department of Aging**

The California State Library and the California Department of Aging are developing several initiatives, including a project to connect community members with Digital Navigators who can help them use devices and access eResources, a project to provide access to job seeking and workforce developing databases in libraries, and a telehealth project.

## **California Department of Education**

The California State Library works closely with the California Department of Education in multiple initiatives.

- Working with school libraries, the State Library supports research and instruction with the California K-12 Online Content Project. This collaborative endeavor provides educational content from Encyclopædia Britannica, ProQuest, TeachingBooks.net and Gale for use by every public K-12 school and student in the state, at no cost to local schools, districts, or families.
- The California Department of Education's Nutrition Services Division administers the United States Department of Agriculture's Food and Nutrition Services Child Nutrition Programs and the Food Distribution Program in California. Through the California State Library's Lunch at the Library program, the State Library and California Department of Education work together to increase the number of California children who receive free meals during the summer.

## **California Department of Parks and Recreation**

Through a partnership with California's Department of Parks and Recreation, the California State Library Parks Pass program provides 5,000 free day-use passes for circulation at all branches of public libraries in California as part of a three-year pilot program. Each library outlet, including mobile libraries, receive a minimum of three passes. The passes are valid at over 200 parks. The partnership also includes a grant opportunity for libraries for programming and outreach that complements the passes and furthers the goals of the program.

# COORDINATION EFFORTS

## **California Department of Public Health**

The California Department of Public Health works with the State Library to distribute materials that encourage healthy outdoor activities and ways to stay COVID-19 safe. These materials are distributed as a part of the Parks Pass program (mentioned above) and at health-based events.

## **California Labor and Workforce Development Agency**

In collaboration with the Employment Development Department, a department under the California Department of Labor and Workforce Development Agency, the California State Library provides information and access to encourage utilization of CAREER Pathways, a suite of online resources and workforce development platforms available to all Californians through their local public libraries. Both departments also collaborate on a Workforce Partnership Initiative, which encourages library jurisdictions to partner with their local workforce development agencies to meet the needs of community members.

## **California Public Utilities Commission**

The California State Librarian sits on the state's Broadband Council, which has developed the California Broadband for All Action Plan. Libraries and library programs are well-represented in the plan, which recognizes the crucial role libraries play in supporting digital equity (California Broadband Council, 2020).



Photo Courtesy: Becky Ruppel

# EVALUATION PLAN

Throughout the life of this Five-Year Investment Plan, the State Library will evaluate how well activities paid for with Library Services and Technology Act funds are accomplishing the goals and objectives outlined in this document. We will do this in part by applying indicators of success.

<b>Success Indicators</b>	<p><b>Goal 1: Strengthen the ability of California libraries to design equitable programs and services in collaboration with their local communities</b></p> <ul style="list-style-type: none"><li><b>A.</b> Library workers and their communities articulate a shared understanding and common language of equity principles and practices.</li><li><b>B.</b> Library workers engage in professional development activities that integrate learning with practice, embed co-design, focus on aligning goals with stakeholders, and use a targeted approach to services to guarantee all community members are served in ways that respond to specific challenges.</li><li><b>C.</b> Libraries engage in new or expanded partnerships and collaborations with community stakeholders and groups from targeted populations.</li><li><b>D.</b> Libraries remove barriers to service for marginalized populations.</li></ul>
	<p><b>Goal 2: Expand the capacity of California library workers to create and implement services that impact communities equitably</b></p> <ul style="list-style-type: none"><li><b>A.</b> Library workers at all levels, including paraprofessionals, participate in and gain skills through mentoring activities – including micro-mentoring and full mentoring opportunities – with stakeholders and community members.</li><li><b>B.</b> All library workers participate in leadership training and implement that learning in their work.</li><li><b>C.</b> Library workers at all levels, including paraprofessionals, participate in professional development opportunities.</li><li><b>D.</b> Libraries that have not submitted applications in the previous five-year period apply for funds.</li></ul>



# EVALUATION PLAN

<b>Success Indicators</b>	<b>Goal 3: Broaden data-driven planning and decision-making centered on community impact</b> <ul style="list-style-type: none"><li><b>A.</b> Library workers apply data-related knowledge and skills, using them to reflect, strategize, and make equity-based data-driven decisions that impact their communities.</li><li><b>B.</b> Library workers explore new forms of data and data collection, specifically related to marginalized groups.</li><li><b>C.</b> Grantees provide evidence of data-driven decision-making in their applications, implementation of projects, and final reporting.</li></ul>
	<b>Goal 4: Strengthen equitable resource sharing and access to information, services, and opportunity with an emphasis on local community strengths and challenges</b> <ul style="list-style-type: none"><li><b>A.</b> Library workers and community members from a range of backgrounds and experiences join together to share resources and co-design projects and activities that deliver equitable access to information, services, and opportunity.</li><li><b>B.</b> Library workers and community members engage with and embrace California's culturally specific and unique resources and people.</li><li><b>C.</b> Library workers center on and expand the visibility of experiences and histories of California communities and people whose stories are not usually seen.</li></ul>

Along with embedding success indicators into all projects, evaluation activities will include the following:

- The State Library will support library workers' growth and learning by promoting iterative planning, implementation, and evaluation processes. Supporting library workers in this way will empower them to test new techniques and tools, and to build strong relationships with communities and partner organizations to bring equitable practices to libraries and communities.

# EVALUATION PLAN

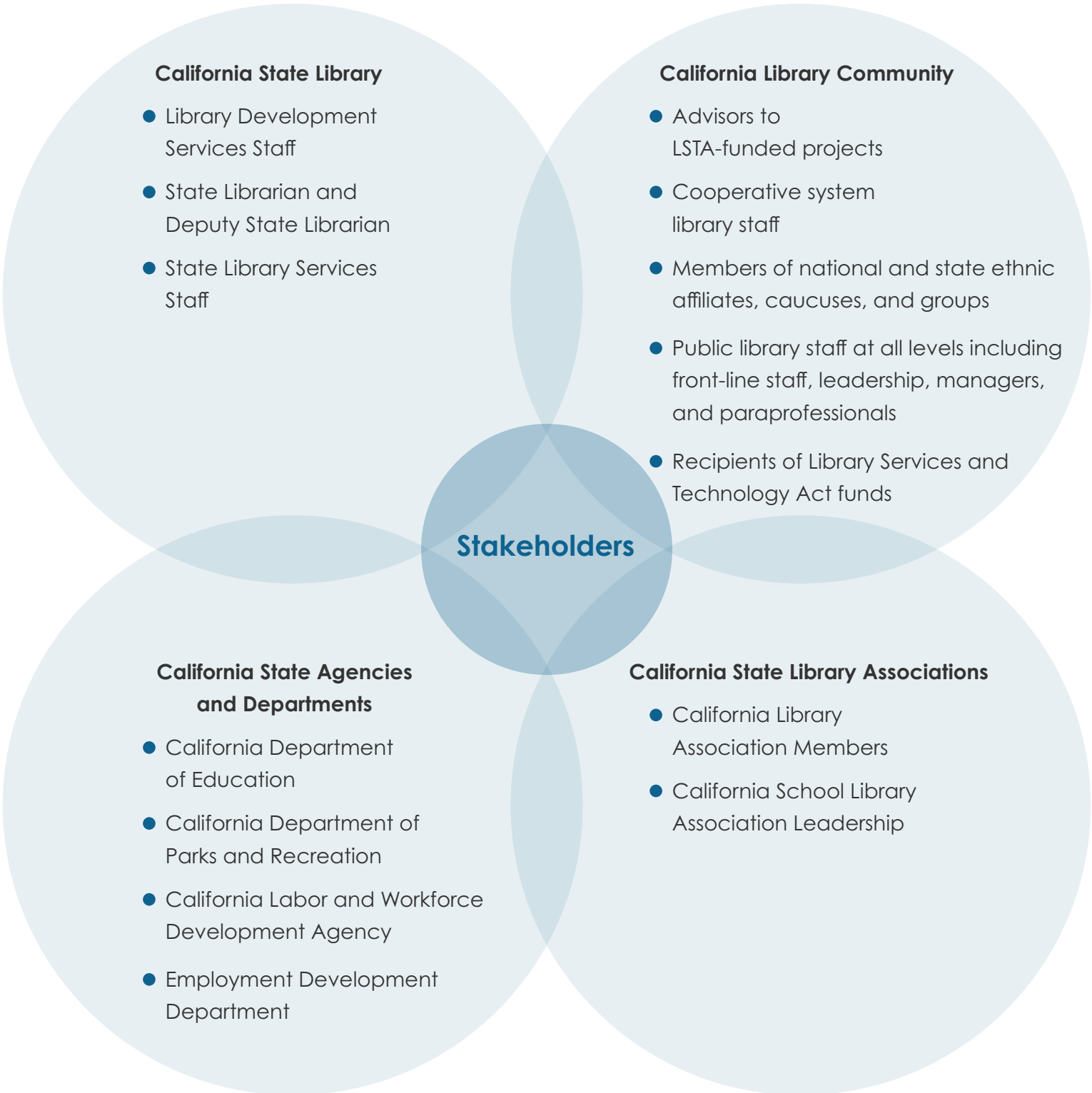
- Library Development Services will engage in ongoing analysis of qualitative and quantitative data provided by libraries that receive Library Services and Technology Act funding to determine if the defined outcomes are being achieved and sustained, and to identify necessary modifications.
- Library Development Services will track the sustainability of projects with attention to outcomes. An iterative process will also be implemented to enable revision of activities as project data is gathered and analyzed.
- Library Development Services will communicate with Library Services and Technology Act funded libraries to learn about their project challenges and successes. This communication will be two-way and ongoing, with Library Development Services actively listening to and responding to the feedback of participating libraries.
- As required by the Institute of Museum and Library Services, the State Library will conduct a formal evaluation of this Five-Year Plan when it sunsets. An independent contractor will be selected to conduct a thorough and concise evaluation. The final evaluation will be prepared in a written report, submitted to the Institute in both paper and electronic form, posted online on the California State Library website and sent to public libraries and all stakeholders via email. Hard copies will be available to anyone upon request.



Photo Courtesy: Terry Lorant

# STAKEHOLDER INVOLVEMENT

Multiple stakeholders were involved in the development of the 2023-2027 Investment Plan, including:



# STAKEHOLDER INVOLVEMENT

The California State Library will involve libraries, partner organizations, and library users in the implementation and evaluation of the Library Services and Technology Act 2023-2027 Investment Plan as follows:

- Convene an annual public library directors forum, hold monthly meetings with library directors, and schedule regular meetings of a working group of key stakeholders, including representatives of California's regional library cooperatives, professional library associations and ethnic caucuses, to provide input into the implementation and evaluation of the plan.
- Provide opportunities during site visits, training sessions, conferences, library meetings, and other joint programming activities for other key stakeholders, including members of grant-funded communities of practice, grant project advisors, and community partners to provide feedback on the implementation and evaluation of the plan.
- Update and gather input from the California Library Services Board on the implementation and evaluation of the plan. Board members represent California libraries, library users, and stakeholders, including special libraries, school libraries, public libraries, public library trustees and commissioners, persons with disabilities, economically disadvantaged persons, limited- and non-English speaking persons, and the public at large.
- Continue to provide opportunities for libraries to communicate their aspirations and challenges in their communities. This feedback will be used to modify the current plan, if necessary, and to lay the groundwork for the 2028-2033 Library Services and Technology Act Investment Plan.



Photo Courtesy: Santa Clara County Library



# COMMUNICATION

The 2023-2027 Investment Plan requires steady and sustained communication with California libraries and community partners, including strategies for sharing information with and receiving feedback from those communities. Per Institute of Museum and Library Services' guidelines, the plan and its outcomes will be shared with the broader library community. Activities will include:

- Connecting with library workers—directors, middle-managers, and front-line staff—to ensure they understand how grant-funded activities are designed to achieve the plan's goals, and how, through these goals and objectives, libraries can support the current strengths and challenges of their communities.
- Implementing feedback mechanisms to ensure input from libraries and library workers regarding the progress and impact of their projects.
- Posting of a downloadable version of the Five-Year Plan on the California State Library website, in the section of the site that includes information on current and previous grant projects, grant application materials, and instructions on how to manage grants. Hard copies will be available upon request.
- Using social media and other virtual communication channels to raise awareness of the plan, explain its relevance to library services and communities, and indicate how to access the plan via the State Library website.
- Communicating project results, successes, and lessons learned to the library field at professional conferences and meetings, on project websites, via virtual communications channels and social media, and through the publication of reports and articles.

Additionally, the plan requires ongoing communication between Library Development Services staff, other California State Library bureaus and sections, and State Library leadership. To ensure that staff throughout the State Library are aware of activities and decisions related to the goals and objectives of this plan, leadership will continually engage in conversations that focus on feedback related to results, challenges in implementing the plan, and ways in which libraries are succeeding in the goal areas outlined.



Photo Courtesy: Terry Lorant

## MONITORING

Library Development Services staff will monitor all Library Services and Technology Act funded projects and maintain continuous contact with grant recipients, ensuring that projects are implemented and evaluated appropriately. California State Library staff will see that grant recipients submit timely and complete narrative and financial reports.

At the conclusion of each annual grant cycle, Library Development Services staff will review project success indicators, along with data on community challenges and aspirations, assessing the effectiveness of projects and the related project areas in achieving California's 2023-2027 goals and objectives.

In addition, Library Development Services staff will meet regularly to discuss projects and review feedback on performance from the field.

As needed, the Five-Year Plan will be adjusted to ensure that progress continues toward the goals and objectives. Within the framework of the established goals, adjustments may include (a) changing projects that are not achieving desired results, and (b) developing projects to address new and emerging challenges.

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