

Library Service & Technology Act Five-Year State Plan

*Federal Fiscal Years:
2018-2022*



**COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF EDUCATION**

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Mission Statement

The Office of Commonwealth Libraries (OCL) within the Pennsylvania Department of Education (PDE) operates a major research library and collects, preserves, and connects state government, libraries, and all residents with the information and resources needed for education, enrichment, and advancement.

Needs Assessment

The development of this Library Services and Technology Act (LSTA) five-year plan was the culmination of continuous evaluation of the 2013-2017 five-year plan that was conducted during that period by OCL staff, including annual evaluation of State Program Report data. This internal evaluation was supplemented by an in-depth evaluation of three years of performance for Federal Fiscal Years (FFY) 2013, 2014, and 2015 that was conducted by QualityMetrics, Library Consultants, a library consulting firm headquartered in Silver Spring, Maryland. The review leveraged the expertise of four of QualityMetrics' independent consultants: Martha Kyrillidou, Ph.D., William Wilson, M.L.S., Ethel Himmel, Ph.D., and Shana Hattis, M.S.Ed.

The independent evaluation began in September 2016 and concluded in March 2017. It employed a variety of methods including:

1. Interviews with eight OCL staff members who had direct LSTA program responsibilities;
2. Analysis of demographic data for Pennsylvania;
3. Reviews of State Program Reports, internal LSTA documentation, websites, and social media;
4. Four stakeholder focus groups. Two were conducted in-person (one in Philadelphia and a second in Pittsburgh) and two were conducted virtually.
5. Telephone interviews with key stakeholders; and
6. Web-based survey of the Pennsylvania library community (557 responses). Seventy percent of respondents represented public libraries, 23 percent represented K-12 school libraries, and 5 percent represented academic libraries. Respondents were located in 62 of Pennsylvania's 67 counties.

Impact of 2013-2017 LSTA Initiatives

The impact of LSTA programs supported in 2013-2017 on public, academic, school, and special libraries in Pennsylvania was evident in the results of QualityMetrics' independent evaluation.

Those initiatives that received a ranking of moderately to highly relevant by more than 50 percent of survey respondents included:

Digital Library Services:

1. POWER library services
2. Digitization of Pennsylvania resources
3. Pennsylvania Digital Public Library of America Repository
4. Statewide integrated library system

Youth Services:

5. Summer reading program
6. One Book, Every Young Child (early learning)
7. Family Place (early learning)
8. Youth connections

Resource Sharing:

9. Statewide interlibrary loan services agreement
10. OCL's research and collection development

Lifelong Education:

11. PA Forward initiative (literacy competencies in five key areas)

Training and Support:

12. Leadership development and training for librarians and library leaders
13. Statistical and analytical tools

Development of 2018-2022 LSTA Goals and Projects

The consultants' report was reviewed at length by OCL leadership during March and April of 2017. Outputs and outcomes from recent LSTA projects (especially the thirteen listed above deemed as highly relevant by libraries across the state) were also reviewed. As a result, OCL leadership found that the highly-rated initiatives listed above should be continued and developed further during the next five-year period.

In addition, findings from PDE that identified specific resident needs in the areas of workforce development and science, technology, engineering and math (STEM) education were considered. OCL also conducted two separate surveys of public libraries in late winter 2017 on the topics of workforce development and STEM services in libraries. A large number of public libraries responded to each survey:

- STEM – 306 survey responses; and
- Workforce development – 200 survey responses.

Survey results from both surveys confirmed the public's reliance upon libraries for these types of services and the desire of librarians to improve these services and to expand their knowledge of related best practices.

In April 2017, new goals and objectives for the 2018-2022 LSTA five-year plan were drafted. Comments were solicited from OCL's Bureau of Library Development staff, plus district library center and library system leadership from across the state. The draft

goals and objectives were revised again and a plan was developed. Drafts were reviewed a number of times by OCL and PDE staff before the plan was finalized.

Updating the 2018-2022 LSTA Plan

During the next five years, it is expected that the new plan will be reviewed annually in order to:

- Evaluate the prior year's outcomes;
- Identify needed changes or additions; and
- Prioritize the coming year's work.

Goals

For the period 2018-2022, OCL has established five goals. Beginning with the highest priority goal, they are:

1. **Lifelong Learning and Literacy:** Develop and improve services and collaborations with community organizations in all types of libraries for individuals of all ages in order to support their needs for lifelong learning and literacy competencies in areas such as basic, civic and social, digital, financial, health, science, technology, engineering, and mathematics.
2. **Digital Library Services:** Increase and improve Pennsylvanians' access, knowledge, and ability to use and share digital library services, resources, and content.
3. **Training and Support:** Support and enhance the skills of library staff and leadership, advance the delivery of library services, and improve public libraries' engagement with local community members through continuing education, professional development and the provision of statistical and analytical tools as well as research.
4. **Underserved and Populations with Special Needs:** Develop and improve services and community organization collaborations in all types of libraries for underserved populations or for Pennsylvanians who have difficulty using libraries, especially those who live in poverty or who have a disability.
5. **Workforce Development:** Develop and improve workforce development services and community organization collaborations in all types of libraries for individuals of all ages.

The goals are prioritized in this manner for the following reasons:

- Those rated as higher priority will allow OCL to continue development of well-

established programs along with those highly rated by stakeholders as demonstrating the greatest impact based on the consultants' web-based survey;

- Those rated as higher priority that have an emphasis on youth services (especially early learning) will have the most lifelong impact on the future success of Pennsylvanians; and
- Those rated as higher priority reflect an emphasis on providing equitable access to information and library services for all Pennsylvanians.

Projects

Goal 1: Lifelong Learning and Literacy

Develop and improve services and collaborations with community organizations in all types of libraries for individuals of all ages in order to support their needs for lifelong learning and literacy competencies in areas such as basic, civic and social, digital, financial, health, science, technology, engineering and mathematics. Associated projects are listed below:

Project 1: Cruise into Kindergarten

- **Description:** Cruise into Kindergarten, OCL's "umbrella" early learning initiative, provides training, resources and program evaluation that strengthens early learning programs at public libraries across the state. Current components include: 1) Play K, a curriculum that allows young children to "play kindergarten" using materials from different "playscapes"; 2) Tech Tubs, technology kits that help early childhood educators understand how to best use new technology tools; 3) Professional development such as Family Place Library™ training for library staff; and 4) Cruise Into Kindergarten promotional print materials for library outreach. Additional program components will be developed as new needs and opportunities are identified.
- **Procedures:** Through statewide-funded initiatives and competitive sub-awards, innovative, high-quality programs and in-person or online professional development training will be provided. Programs and training opportunities will be determined based on evaluation of past work, new research, collaborations with partners such as the Pennsylvania Office of Child Development and Early Learning (OCDEL), the Fred Rogers Center, or the Pittsburgh Association of the Education of Young Children, and discussions with early childhood library workers. In addition, brochures and website information that promote Cruise into Kindergarten will be updated, published and disseminated to the public.
- **Benefits or outcomes:** Library workforce staff members will become more knowledgeable about activities and programs that provide benefits to young

children and their families.

- **How IMLS funds will be used to help support this goal:** Funds will be used for professional development, materials, development of content, and coordination of activities by OCL.
- **Timeline:** A timeline will be developed annually that builds on past work and takes advantage of new research, trends, input from partners, and the Pennsylvania Core Standards and Pennsylvania Academic Standards.
- **Evaluation:** An outcomes-based survey will be conducted of participating library workforce staff members.

Project 2: One Book, Every Young Child

- **Description:** One Book, Every Young Child encourages the development of early literacy skills through intergenerational reading of a selected children's book in libraries and early learning programs across the commonwealth.
- **Procedures:** OCL's Bureau of Library Development coordinates the program and facilitates the selection and distribution of the selected One Book, Every Young Child book title to public libraries, Head Start classrooms, home- and center-based child care locations, public pre-K programs, licensed private preschools, early intervention programs, family literacy programs, and migrant education programs. The program includes statewide events such as: 1) author visits; 2) programming by libraries and museums for families; 3) specially-developed activity guides for early childhood educators and families; and 4) traveling trunks filled with museum-quality book-related activities, games, and manipulatives for young children.
- **Benefits or outcomes:** Caregivers will be encouraged to engage with young children in order to develop early literacy skills. Caregivers also will be able to observe early literacy best practices that are modeled by early childhood educators when reading to children.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to coordinate, support, promote and expand the One Book, Every Young Child program. In addition, funding will be sought from partner organizations to supplement the program's costs and broaden its reach.
- **Timeline:** A timeline of activities will be developed annually, with the program slated to begin in April of each year.
- **Evaluation:** An outcomes-based survey of early childhood educators will be conducted.

Project 3: Summer Learning for Youth

- **Description:** OCL's Bureau of Library Development provides a basic program structure, tools and training for public library staff to offer a high-quality, fun summer learning program for children of all ages.
- **Procedures:** Pennsylvania plans to continue its membership in the national Collaborative Summer Library Program (CSLP). CSLP manuals and summer learning program promotional materials will be distributed to public libraries. Summer learning program workshops for library staff will be offered in multiple locations across the state to facilitate attendance from all regions. A website will be available to promote promising practices and to share ideas on changing the focus of programs from reading-only to programs that promote both literacy and other skill-building activities.
- **Benefits or outcomes:** Children will become better readers. Children will want to visit the library again after the summer learning program ends.
- **How IMLS funds will be used to help support this goal:** Funds will be used for OCL staff coordination of Summer Learning Program activities, CSLP membership, workshops and website support.
- **Timeline:** A timeline of activities will be developed annually, with the program slated to begin in June each year.
- **Evaluation:** An outcomes-based survey of participating youth will be conducted.

Project 4: School Library Services

- **Description:** OCL provides programs and support for school librarians in their work to improve student achievement, increase digital and information literacy, and promote a lifelong love of reading and learning.
- **Procedures:** OCL integrates school library best practices into K-12 curriculums and student assessment by collaborating with K-12 educators and aligning school library curriculums with Pennsylvania Learning Standards as outlined on PDE's Standards Aligned System, a digital curriculum and instruction resource site. OCL will monitor and track school librarian certification requirements and update Pennsylvania's *Guidelines for School Library Programs* during the five-year period.
- **Benefits or outcomes:** Student achievement will improve and PDE's Every Student Succeeds Act (ESSA) long-term state goals will be advanced.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to coordinate services and programs for school librarians. Funds will also be used to support a committee that will update the Pennsylvania's *Guidelines for School Library Programs* during the five-year period.

- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of the school library workforce that participates in content creation.

Project 5: Literacy Competencies (PA Forward)

- **Description:** PA Forward, a statewide initiative that encompasses all types of libraries, provides Pennsylvanians with programs and services that help them develop their knowledge and skills in five literacy areas: basic, information, civic and social, health, and financial. Focusing on the five literacy areas, PA Forward encourages libraries to develop resources, provide programs, and engage with external public and private organizations that will meet the needs of Pennsylvanians.
- **Procedures:** Through statewide initiatives and competitive sub-awards, OCL will identify and fund local and statewide projects focused on the five literacy areas that support libraries' development of resources and programs and advance partnership development.
- **Benefits or outcomes:** Pennsylvanians will increase their competencies in five literacy areas.
- **How IMLS funds will be used to help support this goal:** LSTA funds will support the acquisition of resources, programming, and training.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** Outcomes-based surveys will be conducted of library workforce that participate in PA Forward training and of library users that participate in PA Forward programs.

Project 6: STEM Initiatives

- **Description:** OCL's STEM initiatives encourage library staff to develop STEM expertise and to increase their confidence in providing STEM-related programs, especially for youth under the age of 18. First priority for STEM initiative funding will be given to those that comply with Pennsylvania's rigorous academic standards, the Pennsylvania Core Standards and Pennsylvania Academic Standards, and to those that develop strong partnerships with local school educators.
- **Procedures:** Through statewide initiatives and competitive sub-awards, OCL will identify and fund innovative STEM programs in public libraries that align with the Pennsylvania Core Standards and Pennsylvania Academic Standards and develop collaborations with local school district educators. OCL will also fund statewide resources and training for library staff to develop STEM expertise and

to increase library staff members' confidence in developing STEM-related programs.

- **Benefits or outcomes:** The number of libraries basing their STEM programs on the Pennsylvania Core Standards and Pennsylvania Academic Standards will increase. Youth will have greater access to STEM programs that increase their knowledge and enrich their academic experience.
- **How IMLS funds will be used to help support this goal:** IMLS funds will be used to fund innovative, competitive, sub-award programs at public libraries. Funds will also be used to provide STEM resources and training for public library staff.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** Outcomes-based surveys will be conducted of library staff members who participate in STEM training and of library users that participate in STEM programs.

Project 7: Bureau of State Library Services

- **Description:** The State Library of Pennsylvania, one of four statewide library resource centers as designated by the Pennsylvania Public Library Code, serves the information and research needs of all branches of state government and libraries across the commonwealth with an emphasis on materials for, by, and about Pennsylvania. It provides rapid access to specialized digital reference resources for Pennsylvanians to use for research.
- **Procedures:** Specialized digital reference resources will be purchased and employees will be trained on their use. Additional training will be provided to all types of library users on the products. Access to specialized resources will be provided to researchers across the state. State Library staff will provide search services of the resources when a member of the general public is not able to visit Harrisburg. Training and desktop access to the resources will be provided to staff of all three branches of Pennsylvania state government and to libraries in the commonwealth through interlibrary loan.
- **Benefits or outcomes:** Pennsylvanians will have improved access to digital reference resources and historic documents.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to purchase specialized digital reference resources.
- **Timeline:** A timeline for training and collection development activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of state government

agencies'/public's consultation with State Library reference services.

Goal 2: Digital Library Services

Increase and improve Pennsylvanians' access, knowledge and ability to use and share digital library services, resources and content. Associated projects are listed below:

Project 1: POWER Library Services

- **Description:** OCL's statewide virtual library (www.powerlibrary.org) provides the public with three major online tools: 1) POWER Library, which includes a collection of 22 subscription reference resources, a statewide catalog of the holdings of nearly 3,000 public, school, academic and special libraries, a portal to Pennsylvania's online job resources, and a collection of non-fiction eBooks; 2) Chat with a Librarian, which is a 24/7 live reference service; and 3) PA Photos and Documents, which is a portal to about 135 digitized collections located at more than 50 Pennsylvania libraries. The POWER Library website allows Pennsylvania residents to obtain a POWER Library eCard in order to use POWER Library resources. It also has a specially-designed interface for elementary school-age children at <http://kids.powerlibrary.org>. For public and school libraries, POWER Library provides an authentication service that verifies the validity of local library card numbers so that POWER Library's subscription resources may be searched and downloaded. POWER Library also provides a software platform that allows those libraries that participate in the statewide catalog to fulfill interlibrary loan requests.
- **Procedures:** This state-directed program will be outsourced via competitive bidding every five years in order to assure dependable, robust access to the virtual library's resources along with technical support and technology consultation services for OCL.
- **Benefits or outcomes:** Basic online reference resources and services will be provided to Pennsylvania residents, thereby providing equitable access to information and research resources.
- **How IMLS funds will be used to help support this goal:** LSTA funds are used to support a portion of POWER Library's resource and technical infrastructure costs, such as its library card authentication service or Chat with a Librarian.
- **Timeline:** Monthly meetings will be held by OCL staff with the POWER Library contractor to review POWER Library services, usage, and to implement new plans.
- **Evaluation:** Output measures such as the number of authenticated search sessions and downloaded materials will be obtained.

Project 2: Statewide Integrated Library System Services

- **Description:** SPARK is an open-source, cloud-based integrated library system software platform that allows participating public libraries to manage their online public catalog and library operations such as cataloging, circulation, purchasing, etc. (<http://sparkpa.org>). SPARK is the name that Pennsylvania uses to promote its installation of Evergreen, an open-source software platform for library management software. (Open-source software promotes open access to its source code by the public. This allows free software licensing and no- or low-cost source code modifications by libraries to meet local needs.) More than 100 Pennsylvania public library locations use SPARK.
- **Procedures:** Through a competitively awarded multi-year sub-award, OCL supports the migration of public libraries to the SPARK software platform and the development of software features that are needed by Pennsylvania's public libraries.
- **Benefits or outcomes:** Public libraries, especially those with limited financial resources, will have access to professionally-managed and highly-functional integrated library system software that will provide their customers with high-quality online access to library resources.
- **How IMLS funds will be used to help support this goal:** LSTA funds are used to help the migration of public libraries to the SPARK software platform and the development of software features that are needed by Pennsylvania's public libraries.
- **Timeline:** Regular meetings (at least quarterly) will be held throughout the year by OCL staff with the SPARK software contractor to review SPARK services, usage, and plans.
- **Evaluation:** Output measures such as the number of cataloged items held by participating libraries, or the number of items lent by participating libraries will be obtained.

Project 3: Broadband and Library Technologies

- **Description:** OCL's broadband and library technologies' initiative seeks to improve public library users' access to broadband and other library technology services. In addition, the initiative provides support and training for public library staff in order to improve their knowledge and management of broadband services and library technology infrastructure.
- **Procedures:** Through statewide initiatives and competitive sub-awards, OCL will survey and evaluate public library Internet and broadband services, determining the kind and level of technology connectivity, their pricing, and the technical

configuration that is used to provide these services. Using this data, OCL will prioritize and fund improvements to broadband services and related technical configurations across the state. OCL also will provide support and training for library staff to improve their knowledge and management of broadband services and their technical configuration.

- **Benefits or outcomes:** Pennsylvania residents will have improved access to broadband services through public libraries.
- **How IMLS funds will be used to help support this goal:** IMLS funds will be used to fund capital improvements to broadband services and technical configurations at public libraries. Funds will also be used to provide support and training for public library staff to improve their knowledge and management of these services.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of the library professionals and other workers who participate in training.

Project 4: Digitization of Pennsylvania Resources

- **Description:** OCL's digitization program supports the conversion of physical materials to digital formats for dissemination via the Internet, thereby increasing access to collections through full-text searching and online image viewing.
- **Procedures:** OCL staff will prioritize and coordinate statewide digitization of books, photos, documents, post cards, artifacts, maps, genealogy records, sound recordings, etc. through a committee of librarians from all types of libraries across the state. Through statewide initiatives and competitive sub-awards, OCL will identify and fund prioritized digitization projects that are of interest to the general public, especially educators. The digitized collections will be cataloged with metadata and housed on a statewide digital content server, with collection access for the public provided via the POWER Library website (www.powerlibrary.org). Teacher's guides also will be developed to increase the use of digitized materials by educators. In addition, metadata records for digitized materials from major research libraries in Pennsylvania will be harvested and uploaded to the Digital Public Library of America, making them accessible to students and researchers around the world.
- **Benefits or outcomes:** Pennsylvanians, especially educators, will have greater access to rare collections online. Use of digitized collections will increase.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to support the costs associated with the production of digital files identified by the State Library and sub-award recipients as based on collection strengths.

- **Timeline:** A timeline for digitization committee meetings and activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of educators who use digitized files.

Project 5: Open Educational Resources:

- **Description:** Open educational resources (OER) are freely-accessible, openly-licensed text, media, and other digital assets that are useful for teaching, learning, assessing, and research. OCL's Bureau of State Library (BSL) will work with groups of post-secondary academic institutions, K-12 schools, and other state government agencies to develop awareness of and connections to existing OER, including the development of Pennsylvania-specific resources.
- **Procedures:** Working with librarians and faculty members at Pennsylvania institutions, BSL will provide training to faculty and teachers to increase the awareness of quality OER and encourage faculty members to work with instructional designers to create customized resources that provide cost-effective materials for students.
- **Benefits or outcomes:** Educational resources developed in an open environment can be vetted and improved by a broad community of educators, resulting in materials that represent what the educational community sees as most valuable. By providing educators with new access to educational material, OER projects have the potential to spur pedagogical innovation, introduce alternatives for effective teaching, and provide students with improved, cost-effective access to resources they need for classes.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to support the development of a statewide plan to improve knowledge about OER, including standards for developing shareable resources. As knowledge about OER grows, OCL will use competitive sub-awards to identify and fund OER projects that use many of the digitized objects already created by local libraries and universities to develop Pennsylvania-focused resources that are of interest to educators.
- **Timeline:** A timeline for OER planning meetings and activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of library professionals and workers who participate in OER planning efforts.

Goal 3: Training and Support

Support and enhance the skills of library staff and board leadership, advance the delivery of library services, and improve public libraries' engagement with local

community members through continuing education, professional development and the provision of relevant data, analytical tools and research. Associated projects are listed below:

Project 1: Continuing Education and Professional Development:

- **Description:** OCL provides continuing education, professional development, and advisory services for library staff from all types of libraries and to public library volunteer leadership (e.g. library board members and library friends' board members) in order to improve library services, management and governance.
- **Procedures:** Through a combination of statewide initiatives and competitive sub-awards, OCL will provide workshops, webinars, conference sessions, and advisory services for library staff members at academic, public, school, and special librarians, and for public library volunteer leadership.
- **Benefits or outcomes:** Library workforce and those who volunteer for public library leadership will improve their abilities to provide, manage, govern and support high-quality library services.
- **How IMLS funds will be used to help support this goal:** LSTA funds will be used to conduct training activities and to provide OCL library advisory services.
- **Timeline:** A timeline of training activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of library workforce staff and volunteer public library leaders who participate in training.

Project 2: Community Engagement

- **Description:** OCL's community engagement initiative trains library staff members and boards to understand and implement a "turning outward" approach to help guide decisions about library services and resources. The intent of the initiative is to: 1) develop library organizations and staff who are "turned outward"— where the community is the reference point for decision-making; 2) generate strategies and actions that make public libraries more relevant and responsive to the life of the community; 3) forge partnerships and relationships that make community a more common enterprise; and 4) creates a more vibrant, inclusive and outward-looking culture.
- **Procedures:** In round one of an anticipated two-round initiative, 20 competitively-selected Pennsylvania public libraries will learn about and implement a "turning outward" approach toward making decisions about library services and resources. Participating libraries must: 1) commit local staff and resources for a minimum of three years toward implementing a "turning outward" practices; 2) create an action plan for "turning outward" in their community; 3) participate in all "turning outward" training sessions, coaching telephone calls and

regional gatherings; and 4) serve as mentors for libraries that may later enter the program in an anticipated second round of the initiative.

- **Benefits or outcomes:** Residents' opportunities to participate in conversations around topics of local concern will increase as will participation in shaping local library services.
- **How IMLS funds will be used to help support this goal:** IMLS funds will be used for all training, coaching, and regional meeting costs for participating libraries. Funds will also be used to support the costs of evaluating the initiative's outcomes.
- **Timeline:** A timeline of training activities will be developed annually for the two-year implementation cycles.
- **Evaluation:** An outcomes-based survey will be conducted of those who participate in training and community conversations.

Project 3: Library Data and Research Support

- **Description:** To verify the level of services provided by Pennsylvania public libraries, OCL collects financial, statistical, staffing, governance, and library service data from public libraries annually via an online software program. This data is also used to verify the achievement of standards, strategic planning, and libraries' eligibility for state or federal support. OCL also conducts online surveys to evaluate library services in order to identify library user needs. Finally, OCL provides data to stakeholders such as service area maps, demographic information, and library data that will help support informed local decision-making. Information is posted on the OCL website.
- **Procedures:** OCL competitively selects software services to collect, preserve, and provide library data to stakeholders. Software training for users is provided as needed.
- **Benefits or outcomes:** Library decision-makers and funders will have access to comparative data and information to support informed decision-making about library services.
- **How IMLS funds will be used to help support this goal:** IMLS funds will be used to purchase software tools for the collection, preservation and sharing of library data with stakeholders. Funds will also be used to help support training costs.
- **Timeline:** A timeline of library data and research activities and training will be developed annually.
- **Evaluation:** Output measures will be obtained such as the number of libraries

that use the data software collection tools.

Goal 4: Underserved and Populations with Special Needs

Develop and improve services and community organization collaborations in all types of libraries for underserved populations or for Pennsylvanians who have difficulty using libraries, especially those living in poverty or with disabilities. Associated projects include:

Project 1: Library Services for Immigrants and People Living in Poverty

- **Description:** OCL's initiative to improve library services for immigrants and those living in poverty seeks to identify and meet the library service needs of these individuals by working strategically with organizations (e.g. Pennsylvania Department of Health and Human Services, U.S. Citizenship and Immigration Services, PDE, local housing authorities, etc.), and implementing innovative statewide or competitively-selected local library programs. Funded programs must emphasize collaborations with strategic local community or statewide partners.
- **Procedures:** Through library surveys, focus groups, and outreach to partner organizations, OCL will identify statewide and innovative local library programs for implementation. Funded programs must include strong collaborations with strategic local community or statewide partners.
- **Benefits or outcomes:** Library services will improve for immigrants and those living in poverty.
- **How IMLS funds will be used to help support this goal:** Through statewide-funded initiatives and competitively-selected local library proposals, library service improvements for immigrants and those living in poverty will be realized.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of those who participate in grant-related programs.

Project 2: Library Services for Older Adults and Veterans

- **Description:** OCL's initiative to improve library services for older adults and veterans seeks to identify and meet their library service needs by working strategically with organizations (e.g. Pennsylvania Department of Aging, AARP, Inc., Pennsylvania Office of Veterans Affairs, county Veterans service offices, etc.) and implementing statewide or competitively-selected local library programs. Funded programs must emphasize collaborations with strategic local community or statewide partners.
- **Procedures:** Through library surveys, focus groups, and outreach to partner

organizations, OCL will identify statewide and innovative local library programs for implementation. Funded programs must include strong collaborations with strategic local community or statewide partners.

- **Benefits or outcomes:** Library services for older adults and veterans will improve, and more seniors and veterans will use library services.
- **How IMLS funds will be used to help support this goal:** Through statewide-funded initiatives and competitively-selected local library proposals, library service improvements for older adults and veterans will be realized.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of individuals who participate in grant-related programs.

Project 3: Library Services for People with Disabilities

- **Description:** OCL's initiative to improve library services for people with disabilities seeks to identify and meet the library service needs of those with disabilities by working strategically with organizations (e.g. Pennsylvania Department of Health and Human Services, Pennsylvania Office of Vocational Rehabilitation, etc.) and implementing innovative statewide or competitively-selected local library programs. Priority will be given to programs that emphasize collaborations with strategic local community or statewide partners, and to programs that make online library services accessible to those with disabilities.
- **Procedures:** Through library surveys, focus groups, and outreach to partner organizations, OCL will identify library staff training needs and innovative statewide or local library programs for possible implementation. First priority will be given to programs that include strong collaborations with strategic local community or statewide partners, and to programs that make online library services accessible to those with disabilities.
- **Benefits or outcomes:** Library services for people with disabilities will improve.
- **How IMLS funds will be used to help support this goal:** Through statewide-funded initiatives and competitively-selected local library proposals, library service improvements for people with disabilities will be realized.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of those who participate in grant-related programs.

Goal 5: Workforce Development

Develop and improve workforce development services and community organization collaborations in all types of libraries for individuals of all ages.

Project 1: Workforce Development

- **Description:** OCL’s initiative to improve workforce development services in libraries seeks to identify and meet the library service needs of employers and those seeking jobs by working strategically with organizations (e.g. Pennsylvania Departments of Labor and Industry, Education, and Corrections, local Workforce Investment Boards, One-Stop Career Centers, etc.) and implementing innovative statewide or competitively-selected local library programs. Funded programs must emphasize collaborations with strategic local community or statewide partners.
- **Procedures:** Through library surveys, focus groups, and outreach to partner organizations, OCL will identify statewide and innovative local library programs for implementation. Only programs that include strong collaborations with strategic local community or statewide partners will be funded.
- **Benefits or outcomes:** Library workforce development services will expand, and collaborations with other workforce development agencies will increase.
- **How IMLS funds will be used to help support this goal:** Through statewide-funded initiatives and competitively-selected local library proposals, library workforce development service improvements will be realized.
- **Timeline:** A timeline of activities will be developed annually.
- **Evaluation:** An outcomes-based survey will be conducted of those who participate in grant-related programs.

Coordination Efforts

Goals	Associated Projects	IMLS Focal Area(s)	IMLS Intent
1. Lifelong Learning and Literacy: Develop and improve services and collaborations with community organizations in all types of libraries for individuals of all ages in order to support their needs for lifelong learning and literacy competencies in areas such as basic, civic and social, digital, financial, health, science, technology, engineering and mathematics.	1. Early learning initiatives	Lifelong Learning	Improve users' formal education
	2. One Book, Every Young Child	Lifelong Learning	Improve users' formal education
	3. Summer learning for youth	Lifelong Learning	Improve users' formal education
	4. School library services	Lifelong Learning	Improve users' formal education
	5. Literacy competencies (PA Forward)	Lifelong Learning	Improve users' general knowledge and skills
	6. STEM initiatives	Lifelong Learning	Improve users' general knowledge and skills
	7. Bureau of State Library services	Lifelong Learning	Improve users' general knowledge and skills

Goals	Associated Projects	IMLS Focal Area(s)	IMLS Intent
2. Digital Library Services: Increase and improve Pennsylvanians' access, knowledge and ability to use and share digital library services, resources and content.	1. POWER Library Services	Information Access	Improve users' ability to obtain and/or use information resources
	2. Statewide integrated library system services	Information Access	Improve users' ability to obtain and/or use information resources
	3. Broadband and library technologies	Institutional Capacity	Improve the library's physical and technological infrastructure
	4. Digitization of Pennsylvania resources	Information Access	Improve users' ability to obtain and/or use information resources
	5. Open educational resources	Information Access	Improve users' ability to obtain and/or use information resources
3. Training and Support: Support and enhance the skills of library staff and board leadership, advance the delivery of library services, and improve public libraries' engagement with local community members through continuing education, professional development and the provision of relevant data, analytical tools and research.	1. Continuing education and professional development	Institutional Capacity	Improve the library workforce
	2. Community engagement	Civic Engagement	Improve users' ability to participate in community conversations around topics of concern
	3. Library data and research support	Institutional Capacity	Improve library operations
4. Underserved and Populations with Special Needs: Develop and improve services and community organization collaborations in all types of libraries for underserved populations or for Pennsylvanians who have difficulty using libraries, especially those living in poverty or with disabilities.	1. Library services for immigrants and people living in poverty	Human Services	Improve users' ability to apply information that furthers their personal, family, or household finances.
	2. Library services for older adults and veterans	Civic Engagement	Improve users' ability to participate in their community
	3. Library services for people with disabilities	Civic Engagement	Improve users' ability to participate in their community
5. Workforce Development: Develop and improve workforce development services and community organization collaborations in all types of libraries for individuals of all ages.	1. Workforce development	Economic & Employment Development	Improve users' ability to use resources and apply information for employment support

Evaluation Plan

OCL plans to use standardized outcomes measure surveys for staff/public instruction activities, content creation, planning and evaluation. Modifications to these plans will occur over the five-year planning period as these methodologies are implemented and OCL learns what refinements or improvements are needed.

Specific evaluation plans and methodologies are identified above for each project. In addition, OCL will also conduct the required overall evaluation of its five-year plan as the five-year period moves toward its conclusion.

Stakeholder Involvement

During the 2018-2022 period, formal and informal input will be sought. Informal input will be obtained by OCL staff during:

- Visits to libraries;
- Attendance at library-related meetings, workshops, webinars and conferences;
- Exhibits by OCL at statewide conferences; and
- Meetings with statewide partner agencies and organizations.

Formal input will be obtained via:

- Bi-annual (at a minimum) statewide public library leadership meetings;
- Annual (at a minimum) statewide library resource center meetings;
- OCL-sponsored town hall meetings at statewide library-related conferences;
- Quarterly meetings of the Governor's Advisory Council on Library Development;
- Governor's Advisory Council on Library Development open forums at statewide library-related conferences;
- Meetings with staff from Pennsylvania's two state-funded Regional Libraries for the Blind and Physically Handicapped;
- Meetings of the Pennsylvania Academic Libraries Consortium, Inc.;
- Meetings of the Pennsylvania Newspapers Advisory Board; and
- Focus groups and surveys.

Communication and Public Availability

Once approved by the Institute of Museum and Library Services (IMLS), OCL will post the plan on its website. It will also announce its adoption to the field via general news release to the public and via Pennsylvania's library-related listservs for academic, public, school and special libraries.

Following plan approval, it will also be presented and reviewed at:

- A Governor's Advisory Council on Library Development meeting;
- A statewide public library leadership meeting;

- A statewide library resource center meetings;
- OCL-sponsored 'town hall meetings' at statewide library-related conferences;
- A meeting with staff from Pennsylvania's two state-funded regional Libraries for the Blind and Physically Handicapped;
- A regular meeting of the Pennsylvania Academic Library Consortium, Inc.;
- A regular meeting of the Pennsylvania Newspapers Advisory Board; and
- A regular meeting with HSLC, Inc. (POWER Library contractor).

It will also be announced and made available at meetings of the:

- Pennsylvania Historical and Museum Commission;
- Pennsylvania Library Association board;
- Pennsylvania School Librarians Association board;
- Pennsylvania Citizens for Better Libraries board;
- Pennsylvania Integrated Library System board; and
- Interlibrary Delivery Service board.

Monitoring

The plan, data and its outcomes will be monitored throughout the five-year period by the LSTA coordinator and other appropriate OCL staff to ensure continuous improvement of the plan's activities and programs. This will be accomplished through:

1. Risk assessment of organizations that have been notified of an LSTA sub-award will be conducted in order to assure compliance with federal Uniform Grant Guidance (UGG) and IMLS directives;
2. Oversight and formal reviews of LSTA-funded projects will be conducted at least quarterly by OCL's Library Advisors;
3. OCL staff will assess outputs and outcomes from recent LSTA projects as plans and timelines are developed for the coming year's activities;
4. OCL staff will seek feedback regularly from library stakeholders in order to inform decisions about LSTA plans and projects; and
5. OCL staff will reference the five-year plan as it compiles LSTA project annual reports. These reports will then be integrated into the annual IMLS State Program Report.

This continuous method of evaluation will inform annual decisions about the process and programs offered, identify needed changes or additions, help prioritize the coming year's work, and provide data that will facilitate evaluation of the five-year plan.

Assurances

See attached.