



**California State Library**

**LSTA Five-Year Plan**

**2013-2017**

**For submission to the**

**Institute of Museum and Library Services**

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**Stacey A. Aldrich, State Librarian of California**

**California State Library**  
**P.O. Box 942837**  
**Sacramento, CA 94237-0001**

# **CALIFORNIA STATE LIBRARY**

## **MISSION**

*The California State Library is the state's information hub, preserving California's cultural heritage and connecting people, libraries and government to the resources and tools they need to succeed and to build a strong California.*

## **BACKGROUND**

Founded in 1850, the California State Library (CSL) is the oldest and most continuous cultural agency in the State of California. Decades before there was a university system or a public library system, there was the California State Library.

CSL is a government agency that reports directly to the Governor's Office and is charged with performing and following activities as defined by law. CSL, under the direction and leadership of the State Librarian, appointed by the Governor, and confirmed by the Senate, has responsibility to:

- Collect, preserve, and connect Californians to our history and culture.
- Support a transparent government by collecting, preserving, and ensuring access to California state government publications, federal government information, and patent and trademark resources.
- Ensure access to books and information for Californians who are visually impaired or otherwise physically handicapped and unable to read standard print.
- Support the capacity of policy leaders to make informed decisions by providing specialized research to the Governor's Office and the cabinet, the Legislature and constitutional officers.
- Provide services that enable state government employees to have the information resources and training they need to be effective, efficient and successful.
- Lead and promote innovative library services by providing and managing state and federal funded programs to ensure all Californians have access via their libraries to the information and educational resources they need to be successful.
- Develop and support programs that help Californians from birth through adulthood have the literacy skills they need to thrive in the 21st Century.

CSL works collaboratively with local, state, and federal agencies to implement vital programs and services. CSL also actively seeks out national and private partners to ensure that California is represented, and has opportunities for leadership and resources.

The CSL Library Development Services (LDS) Bureau administers the LSTA program by providing state and federal financial assistance to libraries and providing technical consulting to help local libraries extend and improve services. This Bureau administers the LSTA program to serve California's libraries and networks so that:

- Libraries throughout California can effectively support their current and potential users and meet the needs of their diverse communities;
- All Californians have equitable access to the widest array of library and information services; and
- Individuals and communities are empowered to reach their fullest potential.

## **NEEDS ASSESSMENT**

CSL fosters communication with libraries throughout the State on an ongoing basis. This includes attending the annual California Library Association Conference, where CSL sponsors a Town Hall Meeting to connect with librarians across the State. The State Library also has a booth in the exhibit area to engage with attendees. We receive questions, ideas, and feedback that helps us evaluate the directions we are supporting.

Due to the economic challenges of the past two years, CSL has sponsored three gatherings of public library directors to provide training, support, and an opportunity for consensus building around the future of public libraries in California. These meetings have also provided an opportunity for CSL to assess the needs of communities and how LSTA funding will best meet them.

In order to prepare for the writing of a new LSTA Five-Year Plan for 2013-2017, CSL focused on gathering demographic data, evaluating our previous LSTA Five-Year Plan, and gathering input from important stakeholders.

The following describes in more detail the work done to understand the needs of the State.

### **California Demographics Study**

In 2011, CSL commissioned a study “Understanding California’s Demographic Shifts” by the Stanford Center on Longevity, to facilitate greater understanding of how demographic characteristics differ across the state. This seminal study provides a fascinating picture of demographic shifts in California over the past decade and will provide local demographic information to maximize the use of LSTA. California is the most populous state in the nation and knowledge of the demographic changes are important in the development of the new LSTA Five-Year Plan.

Listed below are highlights of the statewide profile:

- The white, non-Hispanic population peaked at 17.0 million in 1990 and has since declined by 12%, falling to 15.0 million in 2010. In contrast, the Hispanic population increased from 7.7 million in 1990 to 14.0 million in 2010. Since 1990, the Hispanic share of California’s total population has increased from 26% to 38%. The white, non-Hispanic share decreased from a majority 57% in 1990 to 47% in 2000 and 40% in 2010.
- Another shift in the population mix occurred as the Asian population grew from 2.7 million in 1990 to 4.8 million in 2010, increasing from 9% of California’s total population to 13%.
- In contrast to high growth in the Hispanic and Asian populations, the black population in California increased by just 3% from the 1990 level to 2.2 million in 2010. The black share of California’s total population declined from 7% in 1990 to less than 6% in 2010.
- While California’s total population increased by 10%, the Hispanic population increased by 28%.
- Overall, the working-age population increased by 2.5 million (13%) from 2000 to 2010 and accounted for nearly three-quarters of the total population gain.

- In contrast, the population age 65+ grew at a faster rate, 18%, but added only 650,000, bringing the total population age 65+ to 4.2 million.
- The number of young people, those under 20, grew by only 2% adding just 217,000.
- California's total population is aging but still growing. Median age is 35, up from 33 in 2000. Young people age 0 to 19 account for 28% of total population, down from 30% in 2000. The working age population increased to 61% of total population and the population age 65+ remained at 11%. The number of young people increased by 2% over the past decade. Total population increased by 10%.
- Unemployment is high at 12.1%.
- One-fifth of Californians have not completed high school

With the continuing fast pace of demographic diversity and change in California, libraries are often challenged to adapt service programs to changing community needs. The Stanford Center on Longevity developed demographic profiles for each library jurisdiction in the state. The profiles include charts and data tables covering key demographic variables, including population growth, age structure, racial and ethnic mix, household type, income, and educational attainment.

Understanding these changes and evaluating how they might unfold will be critical for developing effective library services that meet the changing needs of the local areas. To assist in drawing implications a series of questions were developed to help guide development of strategies that reflect the changing demographics. This excerpt is included in **Attachment A**.

### LSTA Five-Year Evaluation, 2006-2011

This evaluative study of the prior five years of the use of Library Services and Technology Act (LSTA) funding in California for the fiscal years 2006/2007 – 2010/2011 was completed and submitted to IMLS on March 30, 2012. Besides five years of quantitative data, qualitative and anecdotal data was gathered through stakeholder interviews, focus groups, and an online survey. The evaluation allowed CSL to measure progress over five years and will assist in making effective resource allocations over the next five years.

### LSTA Focus Groups

During February-March 2012 six focus groups were held across the State to gather and review needs related to the future use of LSTA funds. Participants were given an overview of LSTA, how LSTA funding has been used in California, and then asked to help the State Library identify the key areas and programs that will be necessary over the next five years. All focus groups were held in person with exception of one that was done via webinar.

- February 6, 2012 Fullerton Public Library-Main Library
- February 7, 2012 Poway Branch Library, San Diego County Library
- February 27, 2012 Fresno Public Library-Woodward Park
- February 28, 2012 Pacific Library Partnership, Admin Office, San Mateo
- March 5, 2012 Sacramento Public Library
- March 6, 2012 Webinar Focus Group

## State Advisory Council

The Library of California Board consists of nine members appointed by the Governor and four by the Legislature. The board oversees the programs of the California Library Services Act (CLSA) and also comprises the State Advisory Council on Libraries for LSTA. The composition of the state board represents public libraries, school libraries, academic libraries, special libraries, and the general public, as provided for in the Act.

The State Board was asked to provide input on directions for the next five years of LSTA funding support at their February 2012 meeting.

## Ideascale Survey

During January-March 2012 a survey tool called Ideascale was used to promote an on-line interactive exchange of ideas. Library staff from all types of libraries were encouraged to submit ideas that were discussed and voted on by the community.

### Results:

- 73 ideas posted that received 2,119 votes and 161 comments
- A total of 331 users participated.

The ideas and feedback were valuable in the writing of this LSTA Five-Year Plan.

A compilation is included in **Attachment B**.

## **GOALS**

The following 8 goal areas were created based on the results of all of the feedback we received through our needs assessment. These 8 goal areas are necessary to meet the challenge of supporting a large state with diverse needs. While broad in nature, they leave enough flexibility to measure success, outputs, and outcomes.

- **Goal I: Literate California**  
California libraries provide equitable access to literacy services and programs so that all Californians can be successful in all of life's endeavors.
- **Goal II: 21st Century Skills**  
California libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21st Century.
- **Goal III: 22nd Century Tools**  
Using emerging technologies, new information and communication tools are created that connect Californians to library content and services they need.
- **Goal IV: Content Creation / Preservation**  
California libraries have the resources to digitize existing collections and develop new content while promoting the preservation of and access to California Heritage Collections for today and future generations.
- **Goal V: Bridging the Digital Divide**  
California communities have access to technology and broadband connectivity through their local libraries so that they may participate in the digital world.
- **Goal VI: Information Connections**  
All Californians have access to the rich resources available statewide through interconnected platforms that share content/collections across libraries.
- **Goal VII: Community Connections**  
California libraries support their ever growing and changing populations by effectively responding to specifically identified community needs or interests not currently met by traditional library services.
- **Goal VIII: Ensuring Library Access for All**  
California libraries provide programs and services that ensure access to library resources by populations facing barriers to traditional library service.

## **PROGRAMS**

In order to create the most flexible plan that can provide support for the diverse needs of California, we have developed a series of programs for each goal area. The programs help define the broad activities that will support the goal area. Program areas are listed in priority order under each goal.

### **Goal I: Literate California**

- **Program I:** Develop and support adult literacy services and programs in libraries.
- **Program II:** Develop and support early and emergent literacy services.
- **Program III:** Develop and support ESL services and programs in libraries.
- **Program IV:** Develop services and programs that support and encourage reading and community.

### **Goal II: 21st Century Skills**

- **Program I:** Develop and deliver library services and programs that support life-long learning opportunities.
- **Program II:** Develop and deliver library services and programs that support all kinds of literacy skills needed to be successful in the 21st Century. (Examples: digital, health, financial, etc.)
- **Program III:** Develop and deliver library services and programs that support individuals and communities in skills needed for workforce success.
- **Program IV:** Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st Century skills.

### **Goal III: 22nd Century Tools**

- **Program I:** Create and support new digital tools to provide access to library and/or community content.
- **Program II:** Develop and support data correlation tools for better access to community data and decision making.

### **Goal IV: Content Creation / Preservation**

- **Program I:** Create and support new digital content in a manner that allows statewide compatibility while ensuring their universal access and preservation.
- **Program II:** Digitize existing library resources in a manner that promotes economies of scale that allows statewide compatibility while ensuring their universal access and preservation.
- **Program III:** Create content using new technologies and mediums as they evolve.
- **Program IV:** Provide preservation training and programs that will ensure the best possible access to California heritage collections.

### **Goal V: Bridging the Digital Divide**

- **Program I:** Develop and support resources and partnerships to maximize connectivity speeds to support the needs of community.
- **Program II:** Increase the number of devices available in libraries for patrons to access digital resources.
- **Program III:** Develop and support libraries as the local community hubs for broadband connectivity.

## **Goal VI: Information Connections**

- **Program I:** Develop platforms that support the connection and distribution of content statewide.
- **Program II:** Leverage resources for regional/statewide access to physical and digital content and to library services and information, including support for regional partnerships for the benefit of multiple communities.
- **Program III:** Ensure California content is accessible nationally and internationally.

## **Goal VII: Community Connections**

- **Program I: Life Stages:** Develop and support library services that respond to the changing needs of individuals as they move through the stages of life.
- **Program II: Volunteerism:** Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.
- **Program III: Small Business Development:** Support outreach to small business owners who would benefit from use of library equipment, materials, and assistance to enhance or expand their business.
- **Program IV: Community Engagement:** Help position libraries as centers for community engagement where conversations that foster understanding and positive change can be facilitated.
- **Program V: Veterans:** Develop and support library programs and services that address the information and resource needs of veterans and their families.
- **Program VI: Language and Cultural Needs:** Develop and support library programs, services and collections that ensure access to information and resources for all language and cultural groups in a community.
- **Program VII: Local History:** Develop and support projects among cultural institutions that enable access to the history and heritage of California communities.

## **Goal VIII: Ensuring Library Access for All**

- **Program I:** Develop and support services and programs that enable access to library information and resources for individuals who are blind or otherwise physically unable to use standard print and for those who depend on assistive technology for reading and computer use.
- **Program II:** Develop and support public access to state resources and services through special projects, technology, and cooperative library programs.
- **Program III:** Develop and support services and programs that ensure access to library information and resources in geographically challenged areas.
- **Program IV:** Develop and support services and programs that ensure access to library information and resources for individuals that have been institutionalized.

## **TIMELINE**

This plan is designed to support the needs of California communities over the next five years. We expect that each of the goal areas and programs will be addressed each year. Based on evaluation of prior years, we know that some years will focus more intently on a fewer number of goal areas based on need.

Each year we will review all funded projects and evaluate progress in each of the goal areas and programs.



## **CALIFORNIA STATE LIBRARY LSTA 5 YEAR PLAN 2013-2017 – LSTA PURPOSES /IMLS FOCAL AREAS**

As a part of our LSTA Five-Year Plan, we are required to identify which LSTA Purposes and new IMLS Focal Areas are in alignment with our programs. To better view and manage these alignments, we have created the following tables.

<b>GOAL I: LITERATE CALIFORNIA</b> California libraries provide equitable access to literacy services and programs so that all Californians can be successful in all of life's endeavors.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Develop and support adult literacy services and programs in libraries.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.  5) target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.	A. Lifelong Learning
<b>PROGRAM II</b> Develop and support early and emergent literacy services and programs in libraries.		
<b>PROGRAM III</b> Develop and support ESL services and programs in libraries.		
<b>PROGRAM IV</b> Develop services and programs that support and encourage reading and community.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.	A. Lifelong Learning D. Civic Engagement
<b>GOAL II: 21ST CENTURY SKILLS</b> California libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21st Century.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Develop and deliver library services and programs that support life-long learning opportunities.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.  3) (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services.	A. Lifelong Learning
<b>PROGRAM II</b> Develop and deliver library services and programs that support all kinds of literacy skills needed to be successful in the 21st Century. (Examples: digital, health, financial, etc.)		
<b>PROGRAM III</b> Develop and deliver library services and programs that support individuals and communities in skills needed for workforce success.		C. Employment and Economic Development
<b>PROGRAM IV</b> Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21 <sup>st</sup> Century skills.		F. Library Capacity Building

<b>GOAL III: 22<sup>ND</sup> CENTURY TOOLS</b> Using emerging technologies, new information and communication tools are created that connect Californians to library content and services they need.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Create and support new digital tools to provide access to library and/or community content.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.	E. Public Access to Information
<b>PROGRAM II</b> Develop and support data correlation tools for better access to community data and decision making.	7) develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.	

<b>GOAL IV: CONTENT CREATION / PRESERVATION</b> California libraries have the resources to digitize existing collections and develop new content while promoting the preservation of and access to California Heritage Collections for today and future generations.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Create and support new digital content in a manner that allows statewide compatibility while ensuring their universal access and preservation.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.	E. Public Access to Information
<b>PROGRAM II</b> Digitize existing library resources in a manner that promotes economies of scale that allows statewide compatibility while ensuring their universal access and preservation.		
<b>PROGRAM III</b> Create content using new technologies and mediums as they evolve.		
<b>PROGRAM IV</b> Provide preservation training and programs that will ensure the best possible access to California heritage collections.	3) (a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services.	E. Public Access to Information F. Library Capacity Building

<b>GOAL V: BRIDGING THE DIGITAL DIVIDE</b> California communities have access to technology and broadband connectivity through their local libraries so that they may participate in the digital world.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Develop and support resources and partnerships to maximize connectivity speeds to support the needs of community.	2) establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;  7) develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.	E. Public Access to Information
<b>PROGRAM II</b> Increase the number of devices available in libraries for patrons to access digital resources.		
<b>PROGRAM III</b> Develop and support libraries as the local community hubs for broadband connectivity.		

<b>GOAL VI: INFORMATION CONNECTIONS</b> All Californians have access to the rich resources available statewide through interconnected platforms that share content/collections across libraries.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Develop platforms that support the connection and distribution of content statewide.	2) establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services.  7) develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.	E. Public Access to Information
<b>PROGRAM II</b> Leverage resources for regional/statewide access to physical and digital content and to library services and information, including support for regional partnerships for the benefit of multiple communities.		
<b>PROGRAM III</b> Ensure California content is accessible nationally and internationally.		

<b>GOAL VII: COMMUNITY CONNECTIONS</b> California libraries support their ever growing and changing populations by effectively responding to specifically identified community needs or interests not currently met by traditional library services.		
<b>PROGRAMS</b>	<b>LSTA PURPOSES</b>	<b>IMLS FOCAL AREAS</b>
<b>PROGRAM I</b> Life Stages: Develop and support library services that respond to the changing needs of individuals as they move through the stages of life.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;	A. Lifelong Learning
<b>PROGRAM II</b> Volunteerism: Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.	4) develop public and private partnerships with other agencies and community-based organizations;	D. Civic Engagement
<b>PROGRAM III</b> Small Business Development: Support outreach to small business owners who would benefit from use of library equipment, materials, and assistance to enhance or expand their business.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;	C. Employment and Economic Development
<b>PROGRAM IV</b> Community Engagement: Help position libraries as centers for community engagement where conversations that foster understanding and positive change can be facilitated.		D. Civic Engagement
<b>PROGRAM V</b> Veterans: Develop and support library programs and services that address the information and resource needs of veterans and their families.		B. Human Services
<b>PROGRAM VI</b> Language and Cultural Needs: Develop and support library programs, services and collections that ensure access to information and resources for all language and cultural groups in a community.	5) target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.	A. Lifelong Learning
<b>PROGRAM VII</b> Local History: Develop and support projects among cultural institutions that enable access to the history and heritage of California communities.	1) expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills.	E. Public Access to Information

**GOAL VIII: ENSURING LIBRARY ACCESS FOR ALL**

California libraries provide programs and services that ensure access to library resources to populations facing barriers to traditional library service.

PROGRAMS	LSTA PURPOSES	IMLS FOCAL AREAS
<p><b>PROGRAM I</b> Develop and support services and programs that enable access to library information and resources for individuals who are blind or otherwise physically unable to use standard print and for those who depend on assistive technology for reading and computer use.</p>	<p>5) target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.</p>	<p>A. Lifelong Learning</p>
<p><b>PROGRAM II</b> Develop and support public access to state resources and services through special projects, technology, and cooperative library programs.</p>	<p>2) establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services.</p>	<p>E. Public Access to Information</p>
<p><b>PROGRAM III</b> Develop and support services and programs that ensure access to library information and resources in geographically challenged areas.</p>	<p>6) 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 42 U.S.C. § 9902(2)) applicable to a family of the size involved.</p>	<p>A. Lifelong Learning</p>
<p><b>PROGRAM IV</b> Develop and support services and programs that ensure access to library information and resources for individuals that have been institutionalized.</p>	<p>5) target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.</p>	<p>A. Lifelong Learning</p>

## **EVALUATION PLAN**

This plan has been carefully constructed to support a large and diverse state. It was also designed to address some issues related to our last LSTA Five-Year Plan. In particular, our goals and programs were too broad and without enough consistent measurement to indicate statewide impact.

In this new plan, goal areas were designed to create overarching directions, while the program areas were developed to define the broad activities needed to support those directions.

CSL will be measuring the success of each goal area based on the activities and projects at the program level.

Every project that is supported by LSTA funding will be required to fall into a goal and program area. CSL has also developed a guide for potential key outputs and outcomes that will ensure we gather the most consistent data for each of the programs (Please see **Attachment C**). CSL staff will work with grantees to ensure that they collect the appropriate data.

All projects are required to complete final reports that indicate outputs and/or outcomes. Each year, CSL will review all reports and data as they relate to each of the goal areas and programs. The data will help us to understand what areas are being addressed, what areas are not being addressed, and where there is impact.

Based on the yearly review of the data, CSL will make adjustments as needed to improve the LSTA Five-Year Plan, measurements, and effective allocation of LSTA funding.

This process will lead to a more meaningful five-year evaluation at the end of this planning cycle.

## **COMMUNICATION AND PUBLIC AVAILABILITY**

Once the Five-Year Plan has been approved by the Institute of Museum and Library Services (IMLS), it will be published on the California State Library website and in print form for selected stakeholders, including the LSTA Advisory Board. The State Librarian will announce the IMLS approval of the plan and where it can be found on statewide discussion lists, through direct email announcements to library directors, and on other social media tools. Throughout the period of the Five-Year Plan it will continue to be available to visitors to the website, providing access to all types of libraries and their users. A mechanism for sending comments or questions to the State Library via the website will be in place.

Throughout the period of the Five-Year Plan, the State Library will make information regarding the projects supported and the impact of LSTA on communities available via the Library's website and social media tools.

## **MONITORING**

The LDS Bureau of CSL is responsible for monitoring ongoing implementation of the Five-Year Plan. The majority of the work to carry out the plan will be accomplished through sub-grant activities. Guidance in this process begins with assistance in completing the grant application, followed by instructions in the award letter, and assigning a grant monitor to each project.

Post-award activities are guided and monitored via:

- Required viewing of an archived webinar on “Managing your LSTA Grant” produced by CSL staff
- Timely submission of four quarterly and one final fiscal report
- Timely submission of one mid-year and one final narrative report
- Site visits

This process provides the necessary guidance and assures that each project achieves the proper outputs and outcomes and remains consistent with the goals of the Five-Year Plan.

## ATTACHMENT A - Drawing Implications from the Demographics: Questions to Address

The Demographic Profiles in this report include charts and data tables that illustrate powerful demographic changes already underway in communities throughout California. Understanding these changes and evaluating how they might unfold will be critical for developing effective library services that meet the changing needs of the local areas. Answering the questions outlined below will help guide development of strategies that reflect the changing demographics.

### Population Growth

California's population increased by 10% over the past decade. The Hispanic and Asian populations each grew by about 30%. The white, non-Hispanic population declined by 5% and the black population declined by 1%. At the same time, the older age groups grew faster than the young population. Overall, the population has become more Hispanic as well as older.

- How has growth in your community differed from the statewide pattern? Which age groups or racial and ethnic groups have had the largest gains or losses?
- What factors have contributed to the growth or decline of your community's population in the last decade? What factors might influence future population gains or losses?
- How, if at all, were your library services different in 1990, 2000, and 2010?
- How have your library users changed from 1990 to 2000 and 2000 to 2010?
- How can your library change its services to reflect the population shifts that have occurred? In particular, what changes in services or operations might you consider in light of the increase or decrease in particular age groups or racial and ethnic groups?
- Do nearby communities face similar or different demographic shifts? Might there be opportunities to share services or offer complementary services?

### Diversity: Racial and Ethnic Mix

The population mix in California continues to shift. Over the past ten years, the white, non-Hispanic population declined from 47% to 40% of total, while the Hispanic population increased from 32% to 38%. The Asian share of total population increased from 11% to 13% while the black share remained at 6%.

- What are the racial and ethnic characteristics of your *actual user groups* and do they correspond with the racial and ethnic composition of *your community*?
- What services might be added or adapted to serve specific racial and ethnic groups?

### Age Structure

Over the last decade, California's overall age structure has shifted toward older brackets. In California overall, the School Age population (ages 6 to 10) decreased by 8% while the number of Teens (ages 14 to 18) increased by 13%. The Adult population (ages 33 to 45) decreased by 5%, while the Midlife Adult population (ages 46 to 64) increased by 36%. The population age 65+ increased by 18%, with the fastest growth occurring in the population age 85 and older.

- Did your community follow a similar pattern? If not, what pattern occurred in your community?
- Which age groups grew or declined the most in your community over the past ten years? Were these groups among your major users?
- What services might be added to serve the needs of specific age groups? What additional services might be needed as the baby boomers age and swell the population age 65+?



## **Aging and Ethnicity**

The Hispanic population in California is significantly younger than the white, non-Hispanic population. The Hispanic age structure is "pyramid shaped" with a broad base of young people and a relatively narrow top (38% of the population is 0 to 19 and only 5% is age 65+). In contrast, the age structure of the white, non-Hispanic population is more cube-like and has a smaller base of young people and a higher concentration of people in the upper age brackets than the Hispanic population (Only 19% of the white, non-Hispanic population is age 0 to 19, and another 18% is age 65+). As a result, 51% of the state's young population is Hispanic and only 28% is white, non-Hispanic. Conversely, the upper age brackets are predominantly white, non-Hispanic. Of the population age 65+, only 18% is Hispanic, while 62% is white, non-Hispanic.

- How does the age structure in your community differ by race and ethnicity? Which if any age groups are predominantly Hispanic? Predominantly white, non-Hispanic?
- What services could be added or modified to reflect the ethnic composition of various age groups?

## **Income**

The statewide median household income is \$60,000. Income varies greatly across racial and ethnic groups, with median household income ranging from \$43,000 for black households to \$74,000 for Asian households. Twelve percent of all households have incomes of \$150,000 or higher, while 20% have incomes of less than \$25,000.

- Is income inequality a significant issue in your area? How does median household income in your community differ across racial and ethnic groups? What share of your community has household income of \$150,000 or more? What share has household income of less than \$25,000, or less than \$10,000?
- How can your library help address the needs of low-income households?
- How can your library reach households that could lend financial support to the library, including recruiting individuals to join library leadership teams?

## **Unemployment**

California's unemployment rose steeply from 4.9% in 2006 to 12.4% in 2010. The June 2011 unemployment rate was 12.1%, well above the national rate of 9.3%.

- Based on the level of unemployment in your community, what types of job search resources can your library provide? What services might be provided to older people seeking re-entry into the workforce?
- Who else in your community is offering such services or resources? Is collaboration feasible?
- Can local or nearby employers be involved?

## **Education**

One-fifth of adults in California have not completed high school. Among Hispanic adults, 44% have not completed high school compared with 14% of Asians and blacks. College completion also varies by race and ethnicity: 48% of Asian adults have a Bachelor's degree compared with just 10% of Hispanics.

- Which groups in your community are most at risk of low educational attainment? What library services could support educational attainment for the various at-risk groups?
- What types of partnerships should your library consider in order to help teenagers and adults complete their educations?

## Households

Statewide, the traditional family household—a married couple with children—has been on the decline. In contrast, the share of family households without children has increased. While most individuals age 65+ live with a spouse or other relatives, one quarter live alone, and most of those living alone are women.

- Which household types are most common in your community?
- What additional services or changes might be implemented to accommodate the living arrangements most prevalent in your community?
- How might programs differ for families with and without children and for older people living alone?

## Foreign Born

More than one quarter of California's population is foreign born. Mexico is the country of origin for 44% of the immigrants; another 11% of immigrants came from other Latin American countries, and a third of the immigrants came from Asia.

- What are the major countries of origin for the immigrants in your community?
- Does your library offer services to help immigrants participate more fully in the community?
- Which of these services do you think are useful?
- What services do you think your library could offer that would target the needs of the specific immigrant groups reflected in your demographics?

## Language

Across California, 10% of all households are linguistically isolated, meaning that no one in the household age 14 or older can speak English at least "very well." In addition, 30% of all households speak at least one other language besides English.

- How can your library better assist people who are linguistically isolated? What collaborations might be feasible?
- Does your library have bilingual staff on hand to assist non-English speakers, as well as library materials in languages other than English? Do your staff and collections reflect your community's demographics?

## ATTACHMENT B - Ideascale Results

(Ideas and Details were input directly by the participants and are presented as entered.)

### Help Libraries Create Digital Content (ID# 3)

DETAILS: Help libraries preserve original materials (such as local history artifacts) through digitization.

Votes: Yes: 84 No: 1

### Statewide Open Source Platform for Ebook Lending (ID# 30)

DETAILS: Create a sustainable and user friendly model for ebook access.

Votes: Yes: 83 No: 2

### Create Community Centered Libraries (ID# 15)

DETAILS: Help libraries position themselves as THE place for people to go in their community to learn, share, teach and explore.

Votes: Yes: 74 No: 2

### Expand Broadband Throughout The State (ID# 2)

DETAILS: Add fiber to libraries.

Votes: Yes: 68 No: 1

### Statewide Open Source Catalog and ILS (ID# 18)

DETAILS: Statewide collaboration among all types of libraries will be enhanced by implementing an open-source ILS as has been successfully accomplished in Ohio, Georgia, and British Columbia.

Votes: Yes: 65 No: 5

### Local Newspaper Digitization Grant (ID# 21)

DETAILS: Grant to provide funding for the digitization of local California newspapers so that these digital new be added to the California Digital Newspaper Project's searchable online database.

Votes: Yes: 59 No: 3

### Workforce Development and Libraries (ID# 11)

DETAILS: Libraries provide resources to job seekers in One-Stop Career centers with book dispensers stocked with search, GED prep, testing and other workforce related materials.

Votes: Yes: 51 No: 1

### Adult Library Literacy Program (ID# 20)

DETAILS: 5 Year Start Up Grant, Adults learn to read and write to gain job skills and family literacy skills at library. Adults tutored one-to-one by volunteer adult tutors.

Votes: Yes: 49 No: 3

### Early Literacy for Later School Success (ID# 39)

DETAILS: Libraries lead the charge to get children ready for school, sharing access and expertise.

Votes: Yes: 46 No: 0

### Public Relations Campaign that "Libraries Matter." (ID# 32)

DETAILS: Libraries need a simple, consistent message, statewide. I realize that, strictly speaking, LSTA cannot publicize...but maybe we can get there somehow!

Votes: Yes: 38 No: 7

Develop Content for E-Book Readers (ID# 1)

DETAILS: Increase availability of historical materials for e-book readers

Votes: Yes: 38 No: 7

Leadership Development (ID# 14)

DETAILS: Develop strong leaders for the opportunities and challenges libraries will have now and in the future. Leadership at all levels in an organization are critical, not just in management.

Votes: Yes: 38 No: 6

Train Managers to Create Environment of Adaptability (ID# 31)

DETAILS: Managers need to know current management practices to produce engaged employees who can create the future of libraries together. Too much time is spent in fighting about changes.

Votes: Yes: 37 No: 7

Digital Media Labs (ID# 22)

DETAILS: Set up DIY Information Technologies labs that folks can't readily afford as an individual but as a com beneficial, e.g. videoconferencing, video editing software, etc.

Votes: Yes: 37 No: 4

Media Literacy Training for Staff & Patrons (ID# 28)

DETAILS: Create a checklist of top 21st Century Literacy Skills (IMLS initiative) most important to library's c Host workshops for staff, who can then train patrons, focus on TEENS - our future.

Votes: Yes: 35 No: 6

Partnerships for Progress (ID# 13)

DETAILS: Develop strategic library partnerships with professions that share similar information goals (journalists, historians, educators, physicians) to craft "the multi-dimensional library" of the future.

Votes: Yes: 34 No: 4

Support Library School Students (ID# 4)

DETAILS: Continue to support library school students through a fee reimbursement program (e.g., Public Library Education Program)

Votes: Yes: 34 No: 2

Disaster Preparedness Training (ID# 5)

DETAILS: Continue to support Disaster Preparedness and Salvage Operations training for California's cultural in

Votes: Yes: 32 No: 1

Open Source Statewide Library/Museum Partnership (ID# 58)

DETAILS: Statewide platform for promoting and providing access to free museum and cultural experiences. Working museums and other cultural venues to promote cultural literacy and arts education.

Votes: Yes: 32 No: 0

Out-Of-School Time (Online Homework Help) Support (ID# 17)

DETAILS: Continue and strengthen LSTA support for online homework help in California libraries. Improves student achievement, and is a catalyst for stronger partnerships with school districts and univers

Votes: Yes: 31 No: 4

Early Literacy Outreach to Underserved Populations (ID# 47)

DETAILS: Provide grant funding that would enable librarians to get out into the community to promote early lite parents and caregivers.

Votes: Yes: 30 No: 3

Red Box Style Service Centers (ID# 24)

DETAILS: Create service centers in heavily used areas such as train stations and shopping centers, and stock the popular items for check out.

Votes: Yes: 29 No: 15

Targeted Grants (ID# 61)

DETAILS: Broaden "targeted grants." Instead of digital storytelling, perhaps local history/digitization. Instead Place, perhaps early learning. Give libraries flexibility to meet their specific needs

Votes: Yes: 28 No: 1

Target Senior Services (ID# 34)

DETAILS: Provide access to services which enhance lives and help them cope. Include recreational and health ser Partner with cities to provide space for a variety of activities with information support.

Votes: Yes: 24 No: 8

Provide the technological knowhow for econtent distribution (ID# 16)

DETAILS: Provide for software creation so that libraries can mount locally produced materials into their library We need to be distributors not just warehouseers.

Votes: Yes: 24 No: 4

Oral History/Local History Projects (ID# 54)

DETAILS: Libraries should promote and preserve local history, including oral history. Help research, organize a showcase community history: Storycorps-like interviews, websites, photo galleries, program

Votes: Yes: 24 No: 0

Makerbot Thing-O-Matic 3D Printers (ID# 8)

DETAILS: Create a learning space that involves this or similar device as part of a library's public computing. example, see <http://mindshift.kqed.org/2011/11/the-public-library-completely-reimagined/>

Votes: Yes: 23 No: 9

Position Public Libraries as Health Information Centers (ID# 12)

DETAILS: As the Patient Protection and Affordable Care Act moves towards implementation, libraries could play a critical role in helping the public navigate health information and make informed decision

Votes: Yes: 22 No: 10

Digital Preservation (ID# 41)

DETAILS: Develop a series of training opportunities (including online tutorials) for frontline staff to address preservation of born-digital and digital surrogate materials.

Votes: Yes: 22 No: 4

Healthy City Program (ID# 38)

DETAILS: Network with local hospital or health organization to have a series of health info programs, weigh-ins pressure & cholesterol checks/monitoring at the Library on a regular basis.

Votes: Yes: 21 No: 4

Cultivating the Creative Mind (ID# 44)

DETAILS: Library classes offered in partnership with museums or higher learning to cultivate personal enrichment creativity through the arts and humanities.

Votes: Yes: 21 No: 3

Leading Library Indicators (ID# 66)

DETAILS: Identify easy-to-track metrics that will help us anticipate changes in community needs and library use than always being in catch up mode.

Votes: Yes: 21 No: 1

Book to Action Grants (ID# 7)

DETAILS: Fund libraries to select a book of interest or importance to a local issue or need for book discussion author visit. Then partner with a local organization on a related service project.

Votes: Yes: 20 No: 6

Inter-Librarian Loan (ID# 49)

DETAILS: Swap staff temporarily, between public/academic, urban/suburban/rural, etc. Share best ideas + learn a challenges faced by our professional colleagues by walking in their shoes for a few days.

Votes: Yes: 19 No: 9

Baby Story Time at Library (ID# 19)

DETAILS: Weekly Early Literacy Story Times, 5 year start-up grant to ensure continuity. Parent and child learn skills together as they participate in an interactive story time. Ready for school by 5.

Votes: Yes: 19 No: 8

Prepare for the New 2014 GED (ID# 59)

DETAILS: Help libraries transition from the 2002 to the 2014 GED by providing current materials for circulation instruction and adult literacy tutoring for community members seeking to pass the GED.

Votes: Yes: 19 No: 7

Basic Technology And New Media Skills Using Mobile Devices and (ID# 29)

DETAILS: Electronic and other transactions the priority as libraries morph into creative community centers amid the much-chronicled decline in American civic engagement.

Votes: Yes: 19 No: 3

Outreach to Latino and Other Multicultural Families (ID# 67)

DETAILS: Children in these these population groups are the majority future decision-makers in California. It i that we provide services that are relevant to and respectful of their unique needs.

Votes: Yes: 19 No: 2

Foreign Language Collections (ID# 25)

DETAILS: Fund creation, expansion, and/or updating foreign language collections in libraries that serve diverse populations.

Votes: Yes: 18 No: 6

Tribal Library - Public Library Collaborations (ID# 6)

DETAILS: Support projects to encourage Tribal Library - Public Library Collaborations, develop guidelines, and online tools to encourage local collaborations statewide.

Votes: Yes: 18 No: 4

Create Teen-Friendly Library Zones (ID# 50)

DETAILS: Re-design library space to include teen zones. If space is limited re-vamp libraries to be more teen through either staff training, programming, and community outreach.

Votes: Yes: 18 No: 1

Building Library Apps & Game Creation (ID# 27)

DETAILS: From today's New York Times, Book circulation is no longer the main goal, with electronic and other transactions the priority as libraries morph into creative community centers.

Votes: Yes: 17 No: 7

Introduce Informal STEM Education into Youth Programs (ID# 26)

DETAILS: Follow the lead of IMLS. Need to educate the next generation for the future

Votes: Yes: 17 No: 4

Distance Literacy Tutoring for Adult Learners (ID# 10)

DETAILS: Using desk top touch-screen computer and document camera, adult learners can be matched and tutored by volunteers from across town or across the state.

Votes: Yes: 16 No: 12

Bookmobiles (ID# 23)

DETAILS: Fund bookmobiles to service areas where libraries are not easy for residents to visit. The bookmobiles double as outreach vehicles to community events.

Votes: Yes: 16 No: 8

Library Hackathons (ID# 56)

DETAILS: Invite community members to engage in developing innovative technological solutions to improve library services. Participants will form teams and rapidly prototype solutions.

Votes: Yes: 16 No: 4

Serve LGBTQ Homeless Youth (ID# 42)

DETAILS: Create training and support for public librarians to serve LGBTQ homeless youth as these youth search jobs, education and stable housing.

Votes: Yes: 16 No: 4

Family Literacy (ID# 65)

DETAILS: Create an environment that fosters parents and children sharing and discussing books together--perhaps family book club.

Votes: Yes: 16 No: 2

Open Source Library Staffing and Calendaring Software (ID# 57)

DETAILS: Design and test software uniquely suited for libraries: public service desk schedules, substitutes, va approvals. Analysis of staffing allocations and impacts both locally and at the org level.

Votes: Yes: 14 No: 4

Employment-Related Computer Classes for Ex-Offenders (ID# 40)

DETAILS: Use library computers and staff expertise (or volunteers) to help parolees get back into the job market got the technology and the know-how, and they've got the need!

Votes: Yes: 13 No: 9

Consortium To License Digital Content Directly From Authors (ID# 60)

DETAILS: License digital content directly from authors prior to publication and offer on platform libraries con Licensing agreements would not be exclusive, authors can still sell content to publishers

Votes: Yes: 13 No: 7

Public Libraries and School Libraries E-Resources Collaboration (ID# 51)

DETAILS: A program to share knowledge & resources with school libraries & public libraries establishing connect Including traditional & electronic resources. Supply and introduce "petting zoo" technolog

Votes: Yes: 13 No: 2

Creating Public Library Partnerships for Veterans (ID# 52)

DETAILS: Public libraries can partner with local organizations to provide increased access to information resou veterans in their community. California has the highest population of veterans.

Votes: Yes: 12 No: 2

Enhance Children's Services with Collaborative Projects (ID# 53)

DETAILS: We need to learn from each other! We need to build supportive relationships! We need face-to-face opportunities to gather together to share ideas and brainstorm solutions to problems!

Votes: Yes: 11 No: 6

What's Next For Access to Film and Movies? (ID# 48)

DETAILS: What replaces our DVD circulation when this format phases out? Services on the market now aren't up to snuff. Can we band together to influence the future of access to films and movies?

Votes: Yes: 11 No: 5

Learner Web (ID# 43)

DETAILS: A web-based program helping adults improve basic literacy skills by using Learning Plans that move from steps to goals. Learners can work alone or with tutors to enhance their instructional time

Votes: Yes: 11 No: 4

Veterans to Volunteers (ID# 45)

DETAILS: Develop activities that welcome veterans to the library as volunteers - as creators as well as recipie library services in their communities.

Votes: Yes: 11 No: 3



Video Taping Storytimes (ID# 36)

DETAILS: Provide equipment and staff training to video and download storytimes to Library web page. Those who c attend the storytime or who want to see it again can view from the library web page.

Votes: Yes: 10 No: 15

Accessible Libraries on a Budget: Expanding Library Programs an (ID# 69)

DETAILS: Create toolkits for inclusive storytimes that provide a safe environment for children of all abilities in library storytimes. Provide Kindle Fires to patrons with disabilities.

Votes: Yes: 10 No: 5

Web 2.0 for Libraries (ID# 64)

DETAILS: Expand ways for libraries and librarians to utilize social media and user-driven technologies in order vital and connected in the communities served.

Votes: Yes: 10 No: 4

Library University (ID# 46)

DETAILS: Inspire students to become librarians (or lifelong public library users) by developing service-learning partnerships/projects with classes and campus groups (teen events? tutoring? translation?)

Votes: Yes: 9 No: 5

Provide Paid Internships for Recent Library School Graduates (ID# 62)

DETAILS: A state-wide residency program for entry-level graduates to intern for 2 years (at regular librarian s public library in order to try to bring new graduates into the workforce.

Votes: Yes: 8 No: 9

Library Services for Detained Youth (ID# 72)

DETAILS: Develop toolkits for public, school, or volunteer librarians to use to create outreach programs for the juvenile hall. Include reading program suggestions, book donation mgmt, resources.

Votes: Yes: 8 No: 2

Author & Illustrator Promotions (ID# 63)

DETAILS: Make funds available to host author and illustrator events across the state in community read or similar programs wherein books 'spring to life' with the author's voice & presentation.

Votes: Yes: 7 No: 10

ALLI (Adult Learner Leadership Institute): Leaders to Readers (ID# 71)

DETAILS: Provide learning, leadership workshops for adult literacy learners, empowering them to become community readers for/to children, the elderly and disabled. Create a 'readers bureau' for participa

Votes: Yes: 7 No: 1

Video Taping Database or Bibliographic Instruction (ID# 37)

DETAILS: Provide equipment and staff training to video tape a bibliographic instruction "series" showing patron web page links of the videos how to use different databases, catalogs & other resources.

Votes: Yes: 6 No: 14

TV Program Sponsorship (ID# 33)

DETAILS: Sponsor a TV show based in a library - a childrens show, LOC-based drama, or sit com.  
Re-define libr

Votes: Yes: 6 No: 14

Children's Programs: Shared Use (ID# 35)

DETAILS: Create a "Program Performer Troupe" who has two or three different storytime and other types of programs pre-prepared to share with regional libraries.

Votes: Yes: 6 No: 10

Unconference the Library: Make it a Flexbile Give-Back Venue (ID# 55)

DETAILS: Eliminate the barriers for community members who want to participate in a meaningful way. Be flexible use of space, programs, services offered AT the library by anyone who wants to contribute.

Votes: Yes: 6 No: 4

Data Visualization Tools and Training (ID# 9)

DETAILS: Provide Tableau software or similar data visualization tool and training for use in local and state pr

Votes: Yes: 4 No: 9

Now We Have Technology... What do we do with it? (ID# 68)

DETAILS: Explore increased capabilities for well-known library technologies (i.e. RFID) and develop staff train beyond circulation to improve public service through more efficient work flow.

Votes: Yes: 4 No: 4

Annual Adult Learner Leadership Institute (ALLI) (ID# 70)

DETAILS: An adult literacy leadership opportunity. Learner-led and learner-driven, ALLI can provide an encourag positive environment for adult learners to learn AND build leadership skills they need tod

Votes: Yes: 4 No: 2

Migrant Worker Children-Community/Schools Partnership (ID# 73)

DETAILS: Fund a collaborative effort to bring literacy professionals and books effectively to the thousands of worker children. A mobile program easily replicated where needed using minimal manpower.

Votes: Yes: 3 No: 0

## ATTACHMENT C - CALIFORNIA STATE LIBRARY LSTA 5 YEAR PLAN 2013-2017 – Guide to Evaluation

The following table provides a guide to key outputs and outcomes that need to be considered and used (where appropriate) to measure the impact to LSTA projects.

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS TARGETS	GUIDE TO KEY OUTCOME TARGETS
<b>GOAL I LITERATE CALIFORNIA</b>  California libraries provide equitable access to literacy services and programs so that all Californians can be successful in all of life's endeavors.	<b>GOAL I, PROGRAM I</b> Develop and support adult literacy services and programs in libraries.	<ul style="list-style-type: none"> <li>• Number of adult learners</li> <li>• Number of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>• Adult learners that meet their specific literacy goals. (CLLS Roles &amp; Goals process)</li> </ul>
	<b>GOAL I, PROGRAM II</b> Develop and support early and emergent literacy services and programs in libraries.	<ul style="list-style-type: none"> <li>• Number of parents</li> <li>• Number of children</li> <li>• Number of events</li> <li>• Number of new services created</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in amount of time parents spend reading to their pre-school children</li> </ul>
	<b>GOAL I, PROGRAM III</b> Develop and support ESL services and programs in libraries.	<ul style="list-style-type: none"> <li>• Number of adults served</li> <li>• Number of volunteers</li> <li>• Number of conversation circle meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Increased English proficiency of participants (standardized test, self-report or complete survey of online tools)</li> </ul>
	<b>GOAL I, PROGRAM IV</b> Develop services and programs that support and encourage reading and community.	<ul style="list-style-type: none"> <li>• Number of summer reading participants</li> <li>• Number of book club participants</li> <li>• Number of programs created to encourage reading and community (i.e. book clubs, 1 Book/ 1 City programs, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of library reading program participants who were not in a library reading program before</li> <li>• Increase in library reading program participants who say they read books they would not have read otherwise</li> <li>• Increased sense of community by participants of library programs</li> </ul>
<b>GOAL II 21<sup>ST</sup> CENTURY SKILLS</b>  California libraries provide training and access to information for library users and staff so that they have the skills needed to be successful in the 21st Century.	<b>GOAL II, PROGRAM I</b> Develop and deliver library services and programs that support life-long learning opportunities.	<ul style="list-style-type: none"> <li>• Number of programs</li> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of participants who report they gained knowledge or gained a new skill as a result of participation in a library program</li> </ul>
	<b>GOAL II, PROGRAM II</b> Develop and deliver library services and programs that support all kinds of literacy skills needed to be successful in the 21st Century. (Examples: digital, health, financial, etc.)	<ul style="list-style-type: none"> <li>• Number of programs</li> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in number of participants who report they gained knowledge or gained a new skill as a result of participation in a library program</li> </ul>
	<b>GOAL II, PROGRAM III</b> Develop and deliver library services and programs that support individuals and communities in skills needed for workforce success.	<ul style="list-style-type: none"> <li>• Number of programs</li> <li>• Number of participants</li> <li>• Number of partnerships with local workforce agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Participants report increased skills in job search, resume development or interviewing</li> <li>• Participants report they got a job or got a better job as a result of using resources in the library</li> </ul>
	<b>GOAL II, PROGRAM IV</b> Provide training and develop opportunities for library staff to ensure they are equipped to assist the public to acquire 21st Century skills.	<ul style="list-style-type: none"> <li>• Number of workshops</li> <li>• Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in knowledge and skills as a result of participating in workshops offered by the library</li> <li>• Participants report they have gained new knowledge and skills to support their community</li> </ul>

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS TARGETS	GUIDE TO KEY OUTCOME TARGETS
<b>GOAL III 22<sup>ND</sup> CENTURY TOOLS</b>  Using emerging technologies, new information and communication tools are created that connect Californians to library content and services they need.	<b>GOAL III, PROGRAM I</b> Create and support new digital tools to provide access to library and/or community content.	<ul style="list-style-type: none"> <li>• Number of new tools created to provide access to library and/or community content</li> <li>• Number of collections and content available via new formats/medium</li> <li>• Percentage of libraries offering a new information service via technology</li> <li>• Number of Californians using new tools or services</li> </ul>	
	<b>GOAL III, PROGRAM II</b> Develop and support data correlation tools for better access to community data and decision making.	<ul style="list-style-type: none"> <li>• Number of libraries that partner with other entities to provide data to the community</li> <li>• Number of libraries that implement a data correlation tool</li> <li>• Percentage of libraries that report increased availability of community data to the public through data correlation tool</li> <li>• Number of usages of new data correlation tool by community</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in the number of libraries that report that being the data aggregator for their community is an essential role for libraries</li> </ul>

<b>GOAL IV CONTENT CREATION / PRESERVATION</b>  California libraries have the resources to digitize existing collections and develop new content while promoting the preservation of and access to California Heritage Collections for today and future generations.	<b>GOAL IV, PROGRAM I</b> Create and support new digital content in a manner that allows statewide compatibility while ensuring their universal access and preservation.	<ul style="list-style-type: none"> <li>• Number of digital resources created</li> <li>• Number of programs to initiate development of digital content by the community</li> <li>• Number of staff trained to develop content creation programs</li> <li>• Number of library users that participate in content creation programs</li> <li>• Number of new finding aids created</li> </ul>	<ul style="list-style-type: none"> <li>• Staff report increase in knowledge of digital collection development and management skills</li> <li>• Community members report they have increased knowledge or skills by participating in digital creation programs</li> </ul>
	<b>GOAL IV, PROGRAM II</b> Digitize existing library resources in a manner that promotes economies of scale that allows statewide compatibility while ensuring their universal access and preservation.	<ul style="list-style-type: none"> <li>• Number of new resources digitized and available online.</li> <li>• Number of Cultural Institutions contributing resources to statewide digital collections.</li> <li>• Number of new tools developed to create easier access to digital collections.</li> <li>• Number of partnerships created with local community cultural institutions to highlight the historic &amp; evolving culture of their community</li> </ul>	<ul style="list-style-type: none"> <li>• Staff report increased knowledge of digitizing content, digital preservation and access to electronic resources</li> <li>• Community members report increased awareness/knowledge of digital resources</li> </ul>
	<b>GOAL IV, PROGRAM III</b> Create content using new technologies and mediums as they evolve.	<ul style="list-style-type: none"> <li>• Number of new products or services created using new technologies and/or mediums</li> </ul>	<ul style="list-style-type: none"> <li>• Staff report learning how libraries and communities can benefit from the application of new technologies and medium</li> </ul>
	<b>GOAL IV, PROGRAM IV</b> Provide preservation training and programs that will ensure the best possible access to California heritage collections.	<ul style="list-style-type: none"> <li>• Number of workshops</li> <li>• Number of participants/institutions</li> <li>• Number of new/updated disaster Pocket Response Plan (PReP) for Collections completed</li> <li>• Number of Preservation Risk Assessments completed</li> <li>• Number of cultural institutions that receive preservation and disaster response assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Staff increase their knowledge of Disaster Preparedness and Salvage Operations Planning</li> <li>• Staff increase their knowledge of measuring and documenting the condition of their collections, and develop plans to mitigate risks</li> <li>• Staff report new knowledge on how to respond to emergencies effecting their collections</li> </ul>

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS TARGETS	GUIDE TO KEY OUTCOME TARGETS
<p><b>GOAL V BRIDGING THE DIGITAL DIVIDE</b></p> <p>California communities have access to technology and broadband connectivity through their local libraries so that they may participate in the digital world.</p>	<p><b>GOAL V, PROGRAM I</b> Develop and support resources and partnerships to maximize connectivity speeds to support the needs of community.</p>	<ul style="list-style-type: none"> <li>• Number of partnerships formed with libraries to increase connectivity at the local and state level</li> <li>• Number of libraries that have increased their connectivity speed</li> <li>• Percentage of libraries that have 500 MG of bandwidth available in at least one branch</li> <li>• Percentage of libraries that have at least 1 G of bandwidth available in at least one branch</li> <li>• Percentage of libraries that report that they have the most bandwidth in the community and are the hub for connectivity</li> </ul>	
	<p><b>GOAL V, PROGRAM II</b> Increase the number of devices available in libraries for patrons to access digital resources.</p>	<ul style="list-style-type: none"> <li>• Percentage of libraries that increase the number of devices available to the public for access</li> <li>• Percentage of libraries that provide devices for use outside of the library</li> <li>• Number of devices deployed</li> <li>• Number of Californians who use a device through the library</li> </ul>	
	<p><b>GOAL V, PROGRAM III</b> Develop and support libraries as the local community hubs for broadband connectivity.</p>	<ul style="list-style-type: none"> <li>• Number of libraries that provide Internet access to patrons beyond the library premises</li> <li>• Number of Californians that connect to the Internet through their public library</li> <li>• Number of libraries that implement new forms of providing connectivity to community (i.e. 3G, 4G, LTE services, or librarians as mobile hotspots)</li> </ul>	
<p><b>GOAL VI INFORMATION CONNECTIONS</b></p> <p>All Californians have access to the rich resources available statewide through interconnected platforms that share content/collections across libraries.</p>	<p><b>GOAL VI, PROGRAM I</b> Develop platforms that support the connection and distribution of content statewide.</p>	<ul style="list-style-type: none"> <li>• Number of models, platforms, and partnerships developed and maintained</li> <li>• Number of connections and/or links established</li> <li>• Number of content items distributed</li> </ul>	
	<p><b>GOAL VI, PROGRAM II</b> Leverage resources for regional/statewide access to physical and digital content and to library services and information, including support for regional partnerships for the benefit of multiple communities.</p>	<ul style="list-style-type: none"> <li>• Number of regions participating</li> <li>• Number of physical and digital content items in each region</li> <li>• Number of physical and digital content items in the state</li> </ul>	
	<p><b>GOAL VI, PROGRAM III</b> Ensure California content is accessible nationally and internationally.</p>	<ul style="list-style-type: none"> <li>• Number of regional, national and international organizations through which content is accessible</li> </ul>	

GOAL	PROGRAMS	GUIDE TO KEY OUTPUTS TARGETS	GUIDE TO KEY OUTCOME TARGETS
<p>California libraries support their ever growing and changing populations by effectively responding to specifically identified community needs or interests not currently met by traditional library services.</p>	<p><b>GOAL VII, PROGRAM I</b> Life Stages: Develop and support library services that respond to the changing needs of individuals as they move through the stages of life.</p>	<ul style="list-style-type: none"> <li>• Number of people who participate in library programs addressing the changing needs of individuals as they move through stages of life</li> <li>• Number of times program participants use library materials and resources that address the changing needs of individuals as they move through stages of life</li> <li>• Number and types of library materials and resources program participants use that address the changing needs of individuals as they move through stages of life</li> <li>• The number of programs offered that relate to the changing needs of individuals moving through the stages of life</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge and/or skills as a result of participating in the library's program(s)</li> </ul>
	<p><b>GOAL VII, PROGRAM II</b> Volunteerism: Encourage libraries to leverage and maximize the skills and expertise of community members looking for volunteer opportunities.</p>	<ul style="list-style-type: none"> <li>• Number of people who volunteer in the library as a result of the library's volunteerism program</li> <li>• Number of FTE volunteers who volunteer in the library as a result of the library's volunteerism program</li> <li>• Number of services/programs in which the library utilizes volunteers to expand or enhance the service</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteers report a new understanding of the community needs addressed by libraries</li> </ul>
	<p><b>GOAL VII, PROGRAM III</b> Small Business Development: Support outreach to small business owners who would benefit from use of library equipment, materials, and assistance to enhance or expand their business.</p>	<ul style="list-style-type: none"> <li>• Number of business owners who participate in the library's small business program</li> <li>• Number of times library resources and/or materials are used by people participating in the library's small business program</li> <li>• Number and types of library materials and resources used by small business owners as a result of participating in the library's small business program</li> <li>• The number of programs offered that relate to the specific needs of small business owners</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge and/or skills as a result of participating in the library's small business program</li> </ul>
	<p><b>GOAL VII, PROGRAM IV</b> Community Engagement: Help position libraries as centers for community engagement where conversations that foster understanding and positive change can be facilitated.</p>	<ul style="list-style-type: none"> <li>• Number of community members who participate in the library's community engagement program</li> <li>• Number of distinct types of library events offered as a result of the program</li> </ul>	<ul style="list-style-type: none"> <li>• Increased understanding of community issues as a result of the library's community engagement program</li> <li>• Increased involvement in addressing community problems as a result of the library's community engagement program</li> <li>• Increased knowledge and/or skills as a result of the library's community engagement program</li> </ul>
	<p><b>GOAL VII, PROGRAM V</b> Veterans: Develop and support library programs and services that address the information and resource needs of veterans and their families.</p>	<ul style="list-style-type: none"> <li>• Number of veterans and/or their family members who participate in the library's veterans program</li> <li>• Number of times veterans and/or their families use library materials to address their needs</li> <li>• Number and types of library materials and resources used by veterans and their families as a result of the library's veterans program</li> <li>• The number of programs offered that address the needs and interests of veterans and their families</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge and/or skills as a result of participating in the library's veterans program</li> <li>• Improved life status and/or increased self-sufficiency as a result of participating in the library's veterans program</li> </ul>
	<p><b>GOAL VII, PROGRAM VI</b> Language and Cultural Needs: Develop and support library programs, services and collections that ensure access to information and resources for all language and cultural groups in a community.</p>	<ul style="list-style-type: none"> <li>• Number of people who utilize the library's language and cultural resources</li> <li>• Number of times the library's language and cultural collections are used as a result of the library's program</li> <li>• The number of language and cultural programs offered</li> <li>• Number and types of language and cultural materials that are used as a result of the library's program</li> <li>• Number of people who attend the library's language and cultural programming</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge, skills and/or sense of inclusion as a result of participating in the library's cultural programming</li> </ul>

	<p><b>GOAL VII, PROGRAM VII</b> Local History: Develop and support projects among cultural institutions that enable access to the history and heritage of California communities.</p>	<ul style="list-style-type: none"> <li>• Number of people who access materials related to the history and heritage of California communities as a result of this program</li> <li>• Number of times relevant materials are accessed through participant cultural institutions as a result of this program</li> <li>• Number and types of materials accessed through participant cultural institutions as a result of this program</li> <li>• The number of events offered that relate to the history and heritage of California</li> <li>• Number of people who participate in events related to the history and heritage of California communities as a result of this program</li> </ul>	<ul style="list-style-type: none"> <li>• Increased knowledge of and/or appreciation for the history and heritage of California as a result of participating in the library's program</li> </ul>
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<b>GOAL</b>	<b>PROGRAMS</b>	<b>GUIDE TO KEY OUTPUTS TARGETS</b>	<b>GUIDE TO KEY OUTCOME TARGETS</b>
<p><b>GOAL VIII ENSURING LIBRARY ACCESS FOR ALL</b></p> <p>California libraries provide programs and services that ensure access to library resources to populations facing barriers to traditional library service.</p>	<p><b>GOAL VIII, PROGRAM I</b> Develop and support services and programs that enable access to library information and resources for individuals who are blind or otherwise physically unable to use standard print and for those who depend on assistive technology for reading and computer use.</p>	<ul style="list-style-type: none"> <li>• Number of people (blind or physically unable to use standard print) who use library resources</li> <li>• Number of library resources and materials used</li> <li>• Number of programs offered to individuals who are blind or physically unable to use standard print</li> <li>• Number of people (blind or physically unable to use standard print) who participate in library programs</li> <li>• Number of library outreach events undertaken to increase awareness of library resources and programs for individuals who are blind or physically unable to use standard print</li> </ul>	<ul style="list-style-type: none"> <li>• Patrons/participants report a positive change in life circumstances or self-sufficiency as a result of attending library programs</li> <li>• Program participants report an increase in knowledge or skills as a result of library programs</li> </ul>
	<p><b>GOAL VIII, PROGRAM II</b> Develop and support public access to state resources and services through special projects, technology, and cooperative library programs.</p>	<ul style="list-style-type: none"> <li>• Number of people who use state resources</li> <li>• Number of state resources used</li> <li>• Number of programs offered regarding state resources</li> <li>• Number of people who participate in state resource programs</li> </ul>	
	<p><b>GOAL VIII, PROGRAM III</b> Develop and support services and programs that ensure access to library information and resources in geographically challenged areas.</p>	<ul style="list-style-type: none"> <li>• Number of people in geographically challenged areas who utilize library resources</li> <li>• Number of library resources and materials used</li> <li>• Number of programs offered to geographically challenged communities</li> <li>• Number of people in geographically challenged regions who participate in library programs</li> </ul>	<ul style="list-style-type: none"> <li>• Participants (from geographically challenged regions) report an increase in knowledge or skills as a result of attending library programs</li> <li>• Participants (from geographically challenged regions) report an increased sense of community connection as a result of attending library programs</li> </ul>
	<p><b>GOAL VIII, PROGRAM IV</b> Develop and support services and programs that ensure access to library information and resources for individuals that have been institutionalized.</p>	<ul style="list-style-type: none"> <li>• Number of institutionalized people who utilize library resources</li> <li>• Number of library resources and materials used.</li> <li>• Number of programs offered to institutionalized individuals</li> <li>• Number of people who participate in programs for institutionalized individuals</li> </ul>	<ul style="list-style-type: none"> <li>• Participants report an increase in knowledge or skills as a result of attending library programs</li> <li>• Participants report an improved sense of self-esteem or life status as a result of attending library programs</li> </ul>