CALIFORNIA STATE LIBRARY
LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA) FISCAL YEAR 2018/2019
STATEWIDE GRANT APPLICATION

ELEMENT 1: BASIC INFORMATION (please see application instructions for additional information)

Applicant Information

1. Library/Organization
   Southern California Library Cooperative

2. Library’s DUNS Number
   020-208-090

3. Legal Business Name (must match name registered with Federal Employer Identification Number (FEIN))
   Southern California Library Cooperative

4. Project Coordinator Name
   Diane Satchwell

5. Project Coordinator Title
   Executive Director

6. Email Address
   dsatchwell@socallibrary.org

7. Business Phone Number
   (626) 283-5949

8. Mailing Address
   City
   State
   Zip
   248 E. Foothill Blvd., Suite 101
   Monrovia
   CA
   91016

Project Information

9. Project Title
   Harwood Public Innovation for California’s Public Libraries 2018-19

10. LSTA Funds Requested
    $153,450

11. Cash Match & In-Kind
    $344,400

12. Total Project Cost
    $497,850

13. California’s LSTA Goals [from FY 2018-2022 Five Year Plan] (Check one goal from the first five goals of the five-year plan that best describes the project)

   - Goal 1 [equitable access, trusted community space]
   - Goal 2 [literacy services and learning opportunities]
   - Goal 3 [innovation, creativity, connections and collaboration]
   - Goal 4 [technology to deliver information and services]
   - Goal 5 [economic development and workforce innovation]
   - Goal 6 [collecting, preserving, and sharing digital access]
   - Goal 7 [skilled and diverse workforce, continuing education and leadership development opportunities]

   Please briefly list other FY 2018-2022 Five Year Plan goals to which your project relates, if applicable.

14. Primary Audience(s) for project (Select all that apply.)

   - Adults
   - Families
   - Immigrants/Refugees
   - Intergenerational Groups (Excluding Families)
   - Library Staff, Volunteers and/or Trustees
   - Low Income
   - Non/Limited English Speaking
   - People with Disabilities
   - People with Limited Functional Literacy
   - Pre-School Children
   - Rural Populations
   - School Age Children
   - Senior Citizens
   - Statewide Public
   - Suburban Populations
   - Unemployed
   - Urban Populations
   - Young Adults and Teens
California libraries need to know their communities in order to ensure that services are relevant. Libraries may be trusted public institutions, but few Americans feel they are fully familiar with public library services. This project seeks to align community aspirations and knowledge with library planning, helping libraries be responsive to local concerns. The Harwood Public Innovation for California's Public Libraries project provides training, resources, support, and program evaluation to implement what it calls "Turning Outward" practice for library staff. Harwood practice provides libraries with ways to discover their communities’ aspirations and concerns, helping libraries make more intentional judgments and choices to have greater impact in their communities. For libraries to remain relevant and fulfill their potential as public institutions, library staff members need to develop ways to learn and understand what communities want and design services that address community aspirations rather than relying on internal library planning processes. Harwood's training process helps library staff members hear their communities' stories. The project also provides the State Library with a means of gathering information about library staff’s aspirations for the California library community.

In 2018-2019, this project will provide already-trained library staff with at least four facilitated and six library-led regional meetings at which they can share successes and lessons learned and develop a community of practice; online resources including a listserv, Facebook group, and project wiki; project evaluation. In addition, ten selected libraries will receive in-depth coaching from The Harwood Institute online, by telephone, and in person. Prior experience with a cohort of ten libraries trained in 2016 has demonstrated the value of this additional coaching and support. The State Library and project consultants will also gather and make available libraries’ success stories, public knowledge summaries, and other documentation to help libraries learn from one another's experiences, posting these results on the project wiki and disseminating through meetings and social media.

Full implementation of the Harwood practice requires deep and sustainable change, which in turn requires time and support. Library staff regularly tell us they need opportunities to meet with colleagues to share information and exchange ideas; support to help them leave the desk and the library and go out and engage with the community; and ongoing project evaluation and discussion of results. They also need to hear success stories from other libraries. Harwood staff emphasize that a strong community of practice is a key factor in successful implementation. Through ongoing training, meetings, and information sharing, this project aims to create and support this community of practice.

History: In 2016 and 2017, staff in 53 library jurisdictions received training at one of two 2.5-day Harwood Public Innovators Lab, four months of follow-up coaching calls, and peer-to-peer support in the form of a project listserv and Facebook group, programs at the CLA annual conference, and in-person regional meetings. In addition, ten of the participating libraries received additional support in the form of 18 months of in-depth coaching and support from Harwood staff. In May 2018, there was another two-and-a-half day Lab for staff in 30 libraries in May 2018; some participants came from systems that had received initial training, but 13 systems were brand new to the practice.

Staff trained in the first two labs who worked to implement Harwood practices report positive changes in knowledge of community aspirations and concerns, in relationships with community members and partners, and in internal library operations such as hiring practices, meeting facilitation, and staff development. In San Jose, Napa, and Santa Barbara, Harwood practice was used to support communities affected by floods, fires and/or mudslides. Libraries across the state have developed partnerships and strengthened services as a result of what they have learned with Harwood. In addition, Harwood techniques been used by the State Library to facilitate community conversations with public library staff and leaders and generate information to guide planning in Library Development Services.

This project should continue because full implementation of the Harwood methods is based on thoughtful and long-term change. We have seen strong success stories, but in order to institutionalize the practice and have significant impact, library staff members need continued training and support, including opportunities to meet with colleagues to share information in person and online; resources to free library staff time to go out into the community; and ongoing project evaluation to guide library involvement and summarize achievements.
**ELEMENT 3: PARTNERSHIPS**

Please list all formal partners for your project here. Please attach (under Element 7) a copy of your signed agreement with each partner, which outlines the role the partner will play and the resources the partner will contribute. Attach a separate sheet if necessary.

<table>
<thead>
<tr>
<th>Partner Name</th>
<th>Organization Type (see instructions for valid entries)</th>
<th>Legal Type (see instructions for valid entries)</th>
<th>Role on Project</th>
<th>Resources That Partner Will Contribute (materials/funds/staff)</th>
</tr>
</thead>
<tbody>
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</table>

Please list informal partners here - organizations that support your project but with whom you have no formal project agreement in place. Describe how their contributions will help achieve the project’s outputs and outcomes. Attach letters of support under Element 7.
ELEMENT 4: PLANNING AND EVALUATION

Please answer each area concisely and completely. For section A-F limit responses to four pages.

A. Project Intent (Check only one that best describes the project)

- Lifelong Learning: Improve users’ knowledge or abilities beyond basic access to information
  - Improve users’ formal education
  - Improve users’ general knowledge and skills

- Information Access: Improve access to information
  - Improve users’ ability to discover information resources
  - Improve users’ ability to obtain and/or use information resources

- Institutional Capacity: Add, improve or update a library function or operation to further its effectiveness
  - Improve the library workforce
  - Improve the library’s physical and technology infrastructure
  - Improve library operations

- Employment & Economic Development: Improve users’ ability to apply information that furthers the status of their jobs and/or businesses
  - Improve users’ ability to use resources and apply information for employment support
  - Improve users’ ability to use and apply business resources

- Human Services: Improve users’ ability to apply information that furthers their personal, family or household circumstances
  - Improve users’ ability to apply information that furthers their personal, family, or household finances
  - Improve users’ ability to apply information that furthers their personal or family health & wellness
  - Improve users’ ability to apply information that furthers their parenting and family skills

- Civic engagement
  - Improve users’ ability to participate in their community
  - Improve users’ ability to participate in community conversations around topics of concern

B. Project Purpose – Short statement which answers the questions: we will do what, for whom, for what expected benefit(s).

The Harwood Public Innovation for California’s Public Libraries project will provide continuing education, resources, support for a community of practice, and program evaluation to help the California library community implement The Harwood Institute’s Turning Outward practice. The project will help libraries make more intentional judgments and choices in creating change, align their work with community aspirations, alter the way staff and their libraries work, and have greater impact in their communities. It will also provide the California State Library with a means of gathering information about public library staff aspirations for the California library professional community.

C. Anticipated Project Outputs – Quantitative measures of services and/or products to be created/provided.

- Provide a new cohort of ten library jurisdictions who participated in the May 2018 Innovation Lab with in-depth coaching (to include group and individual coaching calls and webinars and an in-person innovation space, where library staff will receive training from Harwood staff, exchange successes and lessons learned, and talk about how to spread their work to other libraries).

- Convene a minimum of four facilitated and six non-facilitated (organized and hosted by the library community) regional meetings where libraries share strategies for successful implementation, provide peer-to-peer support, and develop the Harwood community of practice that is developing among California libraries.

- Make available funding for backfill that will enable staff from up to 10 library systems to go out into the community and implement community conversations.

- Continue to support a community of practice and facilitate a peer-to-peer support network with the goal that this community and network will ultimately be self-sustaining. The goal is to create a peer network that will sustain itself.

- Contracted evaluation will produce a written program evaluation report, based on surveys and interviews with teams from participating libraries.
• Libraries will conduct a minimum of 60 community conversations (including Ask exercises and full conversations) with different populations within their library districts.

• At least ten participating libraries will provide local training and practice in Turning Outward practices and conversations to a minimum total of 40 non-lab-trained staff.

• Publish (in social media, wiki or print) a minimum of 10 success stories, intended to raise awareness of and demonstrate the value of Turning Outward to library leadership and the wider library community.

D. Outcomes. Please select one or more of the outcomes provided by the State Library (see Instructions) that relate to the primary Five Year Plan goal that you selected in Element 1

The project will use as its primary measurement Outcome 1b: Californians view their libraries as trusted community spaces. In addition, some activities will be measured by Outcome 1a: Californians find information, services, and resources at their libraries. Because the project intent focuses on Institutional Capacity and improving the library workforce, the project will measure the outcomes of staff training using the IMLS SPR Library Workforce/Instruction instrument, and other approved instruments as relevant. We anticipate that for the instruction component:

90% of library staff will agree or strongly agree that they learned something through the activity

80% of library staff will agree or strongly agree that they feel more confident about what they learned

75% of library staff will agree or strongly agree that they intend to apply what they just learned

80% of library staff will agree or strongly agree that applying what they learned with help improve library services to the public

For content creation (wiki, media, print materials), we anticipate:

75% of participants will agree or strongly agree with the statement "I am satisfied that the resource is meeting library needs"

75% of participants will agree or strongly agree that applying the resource will help improve library services to the public

For planning and evaluation activities, we anticipate:

70% will agree or strongly agree with the statement "I believe the planning and evaluation addresses library needs"

50% will agree or strongly agree that "I am satisfied with the extent to which the plan or evaluation addresses library needs"

50% will agree or strongly agree that "I believe the information from the plan or evaluation will be applied to address library needs"

E. Briefly describe how this project will be financially supported in the future, should it prove successful.

Previously trained cohorts of this project demonstrate how successes can be sustained through new partnerships, new library practices and strategic planning, and connections with colleagues in person and through social media. The work that will be carried out in 2018-19 will be sustained, in part, by the new connections and strategies formed by libraries that Turn Outward to the community, the community of practice that has developed and continues to evolve, and the continued dissemination of case studies, success stories, and evaluation.

F. Activities. What activities will be used to accomplish your project and achieve your outcomes? Per IMLS, Activities are actions through which the Intent (Element 4A) of a project is accomplished and which account for at least 10% of the total amount of resources committed to the project. IMLS has identified 4 types of Activities and associated Modes (methods by which the Activity is carried out) Select all that apply to your project and provide descriptions for each.

1. Instruction - Involves an interaction for knowledge or skill transfer and how learning is delivered or experienced. (Check all that apply and provide a description including whether the format will be in-person, virtual, or both)

   Program - Formal interaction and active user engagement (e.g., a class on computer skills).

   Presentation - Formal interaction and passive user engagement (e.g., an author’s talk),
Consultation - Informal interaction with an individual or group of individuals (library staff or other professional) who provide expert advice or reference services to individuals, units, or organizations.

Other

Description: In 2018-2019, to help libraries continue to implement the Harwood practice successfully and help ensure the project’s success, we propose to:

- Provide a new cohort of ten library jurisdictions with in-depth coaching (to include group and individual coaching calls and webinars and an in-person innovation space, where library staff will receive training from Harwood staff, exchange successes and lessons learned, and talk about how to spread their work to other libraries). (Consultation and Program)
- Convene at least four facilitated and six non-facilitated (organized and hosted by the library community) regional meetings where libraries share strategies for successful implementation, provide peer-to-peer support, and develop the Harwood community of practice that is developing among California libraries. This element is designed to promote and support a community of practice and facilitate peer-to-peer support networks, with the goal that his network will be self-sustaining. The State Library will continue to embed the Harwood principles in trainings provided in relation to other LSTA-funded programs. (Program)
- Make available funding for backfill that will enable staff to go out into the community and implement community conversations. (Program)
- Provide support, as requested, by email and telephone to library staff who have questions and who are facing challenges. (Consultation)

Project staff includes a project manager (214 hours; an average of 4-5 hours/week), project manager for technical support (72 hours total; updating wiki and other resources), and a meeting facilitator and evaluator (contract).

2. **Content** - Involves the acquisition, development, or transfer of information and how information is made accessible. *(Check all that apply and provide a description including whether the format will be physical, digital, or both)*

- Acquisition - Selecting, ordering, and receiving materials for library or archival collections by purchase, exchange, or gift, which may include budgeting and negotiating with outside agencies (i.e. publishers, vendors) to obtain resources. May also include procuring software or hardware for the purposes of storing and/or retrieving information or enabling the act of experiencing, manipulating, or otherwise interacting with an information resource.
- Creation - Design or production of an information tool or resource (e.g., digital objects, curricula, manuals). Includes digitization or the process of converting data to digital format for processing by a computer.
- Description - Apply standardized descriptive information and/or apply such information in a standardized format to items or groups of items in a collection for purposes of intellectual control, organization, and retrieval.
- Lending - Provision of a library’s resources and collections through the circulation of materials (general circulation, reserves). May also refer to the physical or electronic delivery of documents from a library collection to the residence or place of business of a library user, upon request.
- Preservation - Effort that extends the life or use life of a living or non-living collection, the individual items or entities included in a collection, or a structure, building or site by reducing the likelihood or speed of deterioration.
- Other
Description:
- We will provide communication tools and resources, including a Facebook page, website, listserv, shared space for storing and sharing project documentation. (Digital)
- We will create content for each of these tools and resources, for example, tips on holding community conversations with different groups of people and tips on engaging partners with the Harwood practice. (Digital)
- We will develop a set of case studies and success stories to demonstrate and raise awareness of the impact of Turning Outward and inspire others to achieve similar accomplishments. (Digital)
- We will create a public knowledge summary of the library community’s aspirations and a plan for using these data to inform State Library actions. (Digital)

3. **Planning & Evaluation** - Involves design, development, or assessment of operations, services, or resources and when information is collected, analyzed, and/or disseminated. *(Check all that apply and provide a description including whether the format will be in-house or third-party)*
   - **Retrospective** - Research effort that involves historical assessments of the condition of a project, program, service, operation, resource and/or user group.
   - **Prospective** - Research effort that projects or forecasts a future condition of a project, program, service, operation, resource, and/or user group.

Description:
We will engage a third-party consultant to continue to evaluate the project’s success. Project evaluation will include surveys issued at regular intervals during the project period, interviews with library staff and project staff, feedback gathered at regional meetings, and observations at libraries’ community conversations. (Retrospective and third-party)

We will liaise with other states that are implementing the Harwood practice in libraries to share best practices, successes, and lessons learned. (Prospective and in-house)

4. **Procurement** – May only be used for projects with an Institutional Capacity Intent (see Element 4A).
   Includes acquiring or leasing facilities; purchasing equipment/supplies, hardware/software, or other materials (not content) that support general library infrastructure. *(Provide a description)*

Description:
<table>
<thead>
<tr>
<th>Activity</th>
<th>July</th>
<th>Aug</th>
<th>Sept</th>
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<th>Nov</th>
<th>Dec</th>
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<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>June</th>
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<tbody>
<tr>
<td>Libraries apply for in-depth coaching</td>
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<tr>
<td>Library staff implement community conversations &amp; Turning Outward practices</td>
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<td>Webinars with Harwood staff</td>
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<tr>
<td>Convene library staff at facilitated regional meetings</td>
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<tr>
<td>Convene library staff at library-led regional meetings</td>
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<tr>
<td>Collect, edit, and make available case studies and success stories</td>
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<td>Issue evaluation surveys and conduct interviews as needed</td>
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<td>Plan continuing education programs</td>
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<td>Liaise with other states to discuss process and lessons learned</td>
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<td>Complete and provide evaluation reports</td>
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<td>Continue to update communication tools and resources</td>
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<td>Provide ongoing support to library staff via email, telephone, and visits</td>
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<tr>
<td>Provide roundtable discussion opportunities at CLA conference</td>
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<td>Harwood staff offer in-depth coaching with 10 selected libraries</td>
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<td>Create a knowledge summary and writeup on findings from library staff</td>
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## ELEMENT6: BUDGET

The budget should clearly identify the amounts requested and from what sources.

<table>
<thead>
<tr>
<th>Budget Category</th>
<th>LSTA</th>
<th>Cash Match &amp; In-Kind</th>
<th>Total</th>
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<tbody>
<tr>
<td><strong>Salaries/Wages/Benefits</strong></td>
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<tr>
<td>Backfill</td>
<td>$10,000</td>
<td>$0</td>
<td>$10,000</td>
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<tr>
<td>Participating library staff</td>
<td>$0</td>
<td>$344,400</td>
<td>$344,400</td>
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<tr>
<td>Subtotal</td>
<td>$10,000</td>
<td>$344,400</td>
<td>$354,400</td>
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</table>

**Description:** In-kind estimates based on 60 conversations led by library staff: $25/hr x 2 staff x 4 hours per conversation ($200 per conversation). Participating libraries can request backfill funds to support other/substitute staff covering normal daily public library tasks for conversation leaders. Backfill estimates are based on previous year's grant; backfill funds from that grant are still being spent, but each request has totaled slightly over $1,000, and we estimate that there will be 8-10 similar requests for the current proposal.

<table>
<thead>
<tr>
<th>Consultant Fees</th>
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<tbody>
<tr>
<td>Facilitator and evaluator</td>
<td>$20,000</td>
<td>$0</td>
<td>$20,000</td>
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<tr>
<td>Subtotal</td>
<td>$20,000</td>
<td>$0</td>
<td>$20,000</td>
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</tbody>
</table>

**Description:** Facilitator/evaluator at regional meetings and CLA conference; conducts evaluation process and provides individual support to libraries.
<table>
<thead>
<tr>
<th>Budget Category</th>
<th>LSTA</th>
<th>Cash Match &amp; In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel</td>
<td></td>
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</tr>
<tr>
<td>Library staff to regional meetings</td>
<td>$5,400</td>
<td>$0</td>
<td>$5,400</td>
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<tr>
<td>Library staff to library-hosted regional meetings</td>
<td>$1,800</td>
<td>$0</td>
<td>$1,800</td>
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<tr>
<td>Harwood staff to innovation space</td>
<td>$2,000</td>
<td>$0</td>
<td>$2,000</td>
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<tr>
<td>Library staff to innovation space</td>
<td>$7,000</td>
<td>$0</td>
<td>$7,000</td>
</tr>
<tr>
<td>Project manager to regional meetings and innovation space</td>
<td>$2,500</td>
<td>$0</td>
<td>$2,500</td>
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<tr>
<td>Subtotal</td>
<td>$18,700</td>
<td>$0</td>
<td>$18,700</td>
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</table>

**Description:**
- Library staff to regional meetings: 30 staff x 6 meetings at $30/pp
- Library staff to library-hosted regional meetings: 8 staff x 6 meetings at $40/pp
- Harwood Institute staff to innovation space: airfare, hotel, meals
- Library staff to innovation space: 40 people x $175/pp (average)

<table>
<thead>
<tr>
<th>Supplies/Materials</th>
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<tbody>
<tr>
<td>Working breakfast and lunch at innovation space</td>
<td>$1,800</td>
<td>$0</td>
<td>$1,800</td>
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<tr>
<td>Working lunches at regional meetings</td>
<td>$4,500</td>
<td>$0</td>
<td>$4,500</td>
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<tr>
<td>Meeting supplies and photocopies</td>
<td>$500</td>
<td>$0</td>
<td>$500</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$6,800</td>
<td>$0</td>
<td>$6,800</td>
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</tbody>
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**Description:**
- Working breakfast/lunch: 45 people x $40/pp
- Working lunches: 30 people x 6 meetings x $25/pp
<table>
<thead>
<tr>
<th>Budget Category</th>
<th>LSTA</th>
<th>Cash Match &amp; In-Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Equipment ($5,000 or more per unit)</strong></td>
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<td></td>
<td>$0</td>
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<td>$0</td>
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<td>$0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Description:

<table>
<thead>
<tr>
<th>Services</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Harwood Institute contract (webinars, coaching and calls, materials)</td>
<td>$68,000</td>
<td>$0</td>
<td>$68,000</td>
</tr>
<tr>
<td>Project Manager</td>
<td>$12,000</td>
<td>$0</td>
<td>$12,000</td>
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<tr>
<td>Technical assistance, Project Management team</td>
<td>$4,000</td>
<td>$0</td>
<td>$4,000</td>
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<td>$0</td>
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<td>$0</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$84,000</td>
<td>$0</td>
<td>$84,000</td>
</tr>
</tbody>
</table>

Description: Project manager estimated at 214 hours (approximately 4-5 hours per week) at $55/hr. Technical assistance (separate contractor working on wiki and other technical aspects) estimated at 72 hours (approximately 1-1.5 hours per week) at $55/hr.

<table>
<thead>
<tr>
<th>Project Total</th>
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<tbody>
<tr>
<td></td>
<td>$139,500</td>
<td>$344,400</td>
<td>$483,900</td>
</tr>
</tbody>
</table>

Indirect Cost Rate Applied 10.0%  Indirect Cost $13,950 $0 $13,950

Check one:

- No Indirect
- Federally negotiated indirect cost rate *
- Indirect proposed cost rate *

* please attach supporting documentation if required

Description: Indirect costs (10%) include administrative and fiscal staff, workspace, utilities, Internet, IT support, office supplies, postage, and use of equipment

<table>
<thead>
<tr>
<th>Grand Total</th>
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<tbody>
<tr>
<td></td>
<td>$153,450</td>
<td>$344,400</td>
<td>$497,850</td>
</tr>
</tbody>
</table>
ELEMENT 7: ATTACHMENTS
If you have additional resources that support your grant, please attach after this page

ELEMENT 8: INTERNET CERTIFICATION
Check the Appropriate Library Type

☐ Public Library  ☐ Academic  ☐ K-12  ☐ Multi-Type  ☒ Special/Other

As the duly authorized representative of the applicant public library, public elementary school library or public secondary school library applying for LSTA funding, I hereby certify that the library is (check only one of the following boxes)

A. ☐ An individual applicant that is CIPA compliant.
   The applicant library, as a public library, a public elementary school library or public secondary school library, has complied with the requirements of Section 9134(f)(1) of the Library Services and Technology Act.

B. ☐ Representing a group of applicants. Those applicants that are subject to CIPA requirements have certified they are CIPA compliant.
   All public libraries, public elementary school libraries, and public secondary school libraries, participating in the application have complied with the requirements of Section 9134(f)(1) of the Library Services and Technology Act. The library submitting this application has collected Internet Safety Certifications from all other applicants who are subject to CIPA requirements. The library will keep these certifications on file with other application materials, and if awarded funds, with other project records.

C. ☒ Not Subject to CIPA Requirements.
   The CIPA requirements do not apply because no funds made available under this LSTA grant program will be used to purchase computers used to access the Internet or to pay for direct costs associated with accessing the Internet.

LIBRARY DIRECTOR SIGNATURE
I have read and support this LSTA Grant Application.

Southern California Library Cooperative
Library/Organization
Diane Satchwell
Library Director Name
6/9/2018
Library Director Signature

Harwood Public Innovation for California's Public Libraries 2018-2019
Project Name
Executive Director
Title

GRANT MONITOR SIGNATURE
I have read and approve this LSTA Grant Application.

Beverly Schwartzberg
Grant Monitor Name
05/30/2018
Grant Monitor Signature