



## **ELEMENT 2: PROJECT BACKGROUND AND SUMMARY**

**Describe how this project was identified as a need, how it relates to your strategic plan, and what will be accomplished if this project is implemented. Should relate to activities in the timeline (Element 4) and include statistical info to support project. Limit to one page and use 12 point font.**

The California State Library and local library systems seek to continue to play an integral role in the everyday life of local communities. Demonstrating this commitment, the California State Library created a framework for the 21st Century library in "The Emerging Story of California Public Libraries."

Through design thinking workshops with global innovation consultancy IDEO, the City Library of Palo Alto collaborated with other departments, such as IT, Police and Fire, and implemented prototypes for staff training and new service delivery based on community needs. The Palo Alto City Library has already seen impact in the way staff operates and solves problems with a more human-centered approach.

This proposal presents the opportunity to:

- ignite design thinkers and doers within local library systems
- develop community-facing solutions for innovative service delivery
- build capacity for innovation into the fabric of the California State Library and local library systems

Sample questions the California State Library is considering today that can serve as inspiration for staff workshops:

- How might we make libraries so important and relevant to their local communities that we cannot imagine life without them?
- How might we match future-looking technologies with the greatest needs of the community?
- How might we design more innovative service delivery with fewer full-time (more hourly) staff?

Design thinking is a powerful methodology for human-centered innovation, used by Stanford University's Institute of Design (d.school) and IDEO, that has been applied to systems-scale challenges such as the Social Security Administration to reinvent its online experience for retirees and the General Services Administration to redesign real-time residential energy usage to motivate behavior change. (See Attachment 1, Metropolis article *IDEO Takes on the Government*.) Design thinking empowers staff to build empathy for its customers, make decisions, create consensus, and develop new ways of thinking about pilots, prototypes, and tests, which inspire innovation and creative experimentation in the presentation of programs and services. Training such as "Leading from Any Position" uses elements of this type of thinking, and further development could prove beneficial to staff and, ultimately, the public.

Working with a Stanford design-thinking lecturer and former IDEO innovation strategist, one hundred library staff and select city department representatives across three pilot cities will be selected to participate in the training process. Core team leads in each city will be selected from Eureka! participants who want to expand grant projects, Pitch-It applicants who might benefit from additional training in how to think about and plan their proposals, and those who have attended "Leading from Any Position" training. Library team leads will be supported through coaching to implement prototypes for service delivery and staff operations over a six month period and will identify organizational mechanisms for supporting ongoing innovation.

### **ELEMENT 3: PLANNING AND EVALUATION**

Please answer each area concisely and completely. Limit to two pages and use 12 point font.

**A. Project Purpose – Short statement which answers the questions: we do what, for whom, for what expected benefit.**

Immerse one hundred library staff and select city department representatives across three cities in design-thinking methodology. Develop a set of innovative community-facing service delivery solutions to pilot over a six-month period. Identify opportunities for organizational support to undergird the design-thinking process within the library system, such as technology, spaces, role definition or staffing, communication, etc.

The outcome is a common language and methodology for human-centered innovation across library staff, learnings from 3-6 community-facing solutions piloted across three cities, a way forward to embed innovation methodology into the operations of library systems.

**Project Activities/Methods – How will the project be carried out? Include major activities from the timeline.**

- B.**
- Select three libraries with 2-3 core team leads at each location to pilot design-thinking methodology.
  - Three 1.5-day workshops to kick off three pilot teams along with 20-30 frontline staff and representatives from other city departments.
  - Core teams pilot design-thinking, community-facing solutions identified in the workshops over a 3-month period with bi-weekly coaching from consultant. Mid-phase workshop for three cities to reconvene to share stories, compare notes and identify next iteration trial. Core teams implement a second pilot during the 3-month period with bi-weekly coaching. Two-day workshop with all core team leads to share successes and learnings from pilots and identify organizational infrastructure to support ongoing innovation

**C. Anticipated Project Outputs – Measures of service or products provided.**

Six new or redesigned services will be developed and implemented in the 3 pilot libraries. One hundred staff from library systems and city departments trained in design-thinking methodology.

**D. Anticipated Project Outcome(s) – What change is expected in the target audience’s skills, knowledge, behavior, attitude, and/or status/life condition? How will you measure these outcomes?**

Project staff in the pilot libraries will approach new projects from a human-centered, design-thinking perspective. Staff will take greater initiative in identifying opportunities to better serve the community or trying out low-risk, small-scale prototypes of solutions for library operations.

**E. Complete the following sentence. This project will be successful if:**

If design-thinking methodology is integrated into the staff approach to designing library services.



## ELEMENT 5: BUDGET

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

Column A Budget Category	Column B LSTA	Column C Cash Match	Column D In-Kind	Column E Total (B+C+D = E)
<b>Salaries &amp; Benefits</b>				
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$0	\$0	( * )	\$0

**Explanation:**

\*The In-Kind cost for staff and facilities at pilot libraries and from Palo Alto will at least equal the cost of the grant.

<b>Library Materials</b>				
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$0	\$0	\$0	\$0

**Explanation:**

<b>Equipment (Items over \$5,000 per unit)</b>				
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$0	\$0	\$0	\$0

**Explanation:**

## Operating Expenses

Column A Budget Category	Column B LSTA	Column C Cash Match	Column D In-Kind	Column E Total (B+C+D = E)
<b>Contracted Services</b>				
Entrepreneurs by Design	\$100,000	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$100,000	\$0	\$0	\$0
<b>Explanation:</b> Jess Munro, owner of Entrepreneurs by Design, Stanford design-thinking lecturer and former IDEO design strategist, will plan and lead the design-thinking process with library stakeholders and staff. This includes workshop design and facilitation and remote coaching (Attachment 2).				
<b>Supplies</b>				
Printing and workshop materials across 5 workshops	\$1,500	\$0	\$0	\$0
Pilot materials for 6 pilots across 3 cities	\$1,500	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0
<b>Subtotal</b>	\$3,000	\$0	\$0	\$0
<b>Explanation:</b> Printing handouts, flip charts, post-its, sharpies, construction paper, and other prototyping supplies across 5 workshops Pilot materials for 6 pilots across 3 cities (assumes \$250 per site per pilot)				
<b>Other Charges</b>				
Air Travel, Room & Board for 2 facilitators & 1 library rep for kickoff workshops in 2 cities	\$4,800	\$0	\$0	\$0
Air Travel, Room & Board for 6 core team leads from 2 pilot cities for Midphase Workshop (assumes Palo Alto area)	\$4,800	\$0	\$0	\$0
Air Travel, Room & Board for 6 core team leads from 2 pilot for Endphase Workshop (assumes Palo Alto area)	\$4,800	\$0	\$0	\$0
Catering for 120 people over 5 workshops	\$5,000	\$0	\$0	\$0
<b>Subtotal</b>	\$19,400	\$0	\$0	\$0
<b>Explanation:</b> Kickoff workshops: 3 traveling team members to 2 cities (2 facilitators from Entrepreneurs by Design and 1 library rep); assumes that third kickoff workshop is local to Palo Alto area Midphase Workshop for 3 library core team leads from 2 cities; assumes Palo Alto area location Endphase Workshop for same core team leads; assumes Palo Alto area location Catering for 100 people for 1.5 days of kickoff workshops; for 10 people for 2 days of Midphase and Endphase workshops (assumes \$20 for catering per person per day) Assumes space will be provided onsite at each library location.				
<b>Operating Expenses Subtotal</b>	\$122,400	\$0	\$0	\$0
<b>Project Total</b>				
(Salaries & Benefits, Materials, Equipment, and Operating Expenses)	\$122,400	\$0	\$0	\$0
<b>Indirect Cost (up to 10%)</b>	\$12,240	\$0	\$0	\$0
<b>Grant Totals</b>	<b>\$134,640</b>	<b>\$0</b>	<b>\$0</b>	<b>\$134,640</b>

## FUTURE FUNDING

Briefly describe how this project will be financially supported in the future.

## ELEMENT 6: ATTACHMENTS

If you have additional resources that support your grant, please attach after this page

- 1) IDEO Takes on the Government – Metropolis article on design thinking in government
- 2) Design Thinking Proposal by contractor Entrepreneurs by Design

## ELEMENT 7: INTERNET CERTIFICATION FOR APPLICANT PUBLIC LIBRARIES FY 2013/14

### Check the Appropriate Library Type

Public Library       Academic       K-12       Multi-type       Special/Other

As duly authorized representative of the applicant library, I hereby certify that: *(check only one of the following boxes)*

- A.  The applicant library has complied with the requirements of Section 9134(f)(1) of the Library Services and Technology Act.
- B.  The requirements of Section 9134 (f)(1) of the Library Services and Technology Act do not apply to the applicant library because no funds made available under the LSTA program will be used to purchase computers used to access the Internet or to pay for direct cost associated with accessing the Internet for a public library or public elementary school or secondary school library that does not receive discounted E-Rate services under the Communications Act of 1934, as amended.



Signature of Authorizing Official



Date

## ELEMENT 8: ASSURANCES

The applicant assures and certifies that it will comply with the regulations, policies, guidelines and requirements, as they relate to the application, acceptance and use of Federal funds for this federally assisted project. Also the Applicant assumes and certifies:

1. It possesses legal authority to apply for the grant; that a resolution, motion or similar action has been duly adopted or passed as an official act of the applicant's governing body, authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the person identified as the official representative of the applicant to act in connection with the application and to provide such additional information as may be required.
2. It will comply with Title VI of the Civil Rights Act of 1964 (P.L. 88-352) and in accordance with Title VI of that Act, no person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance and will immediately take any measures necessary to effectuate this agreement.
3. It will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d) prohibiting employment discrimination where (1) the primary purpose of a grant is to provide employment or (2) discriminatory employment practices will result in unequal treatment of persons who are or should be benefiting from the grant-sided activity.
4. It will comply with Section 504 of the Rehabilitation Act of 1973, as amended, 20 U.S.C. 794, which prohibits discrimination on the basis of handicap in programs and activities receiving Federal financial assistance.
5. It will comply with Title IX of the Education Amendments of 1972, as amended, 20 U.S.C. 1681 et seq., which prohibits discrimination on the basis of sex in education programs and activities receiving Federal financial assistance.
6. It will comply with the Age Discrimination Act of 1975, as amended, 42 U.S.C. 6101 et seq., which prohibits discrimination on the basis of age in programs or activities receiving Federal financial assistance.
7. It will comply with requirements of the provisions of the Uniform Relocation Assistance and Real Property Acquisitions Act of 1970 (P.L. 91-646) which provides for fair and equitable treatment of persons displaced as a result of Federal and federally-assisted programs.
8. It will comply with the provisions of the Hatch Act which limit the political activity of employees.
9. It will comply with the minimum wage and maximum hours provisions of the Federal Fair Labor Standards Act, as they apply to hospital and educational institution employees of State and local governments.
10. It will establish safeguards to prohibit employees from using their positions for a purpose that is or gives the appearance of being motivated by desire for private gain for themselves or others, particularly those with whom they have family, business, or other ties.
11. It will give the sponsoring agency or the Comptroller General through any authorized representative the access to and the right to examine all records, books, papers, or documents related to the grant.
12. It will comply with all requirements by the Federal-sponsoring agency concerning special requirements of law, program requirements, and other administrative requirements.
13. It will insure that the facilities under its ownership, lease or supervision which shall be utilized in the accomplishment of the project are not listed on the Environmental Protection Agency's (EPA) list of violating facilities and that it will notify the Federal grantor agency of the receipt of any communication from the Director of the EPA Office of Federal Activities indicating that a facility to be used in the project is under consideration for listing by the EPA.
14. It will comply with the flood insurance purchase requirements of Section 102(a) requires, on or after March 2, 1975, the purchase of flood insurance in communities where such insurance is available as a condition for the receipt of any Federal financial assistance for construction or acquisition purposes for use in any area that has been identified by the Secretary of the Department of Housing and Urban Development as an area having special flood hazards. The phrase "Federal financial assistance" includes any form of loan, grant, guaranty, insurance payment, rebate, subsidy, disaster assistance loan or grant, or any other form of direct or indirect Federal assistance.
15. It will assist the Federal grantor agency in its compliance with Section 106 of the National Historic Preservation Act of 1966 as amended (16 U.S.C. 470), Executive Order 11593, and the Archeological and Historic Preservation Act of 1966 (16 U.S.C. 469a-1 et seq.) by (a) consulting with the State Historic Preservation Officer on the conduct of investigations, as necessary to identify properties listed in or eligible for inclusion in the National Register of Historic Places that are subject to adverse effects (see 36 CFR Part 800.8) by the activity, and notifying the Federal grantor agency of the existence of any such properties, and by (b) complying with all requirements established by the Federal grantor agency to avoid or mitigate adverse effects upon such properties.

## **ELEMENT 9: CERTIFICATIONS REGARDING LOBBYING, DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTER; AND DRUG-FREE WORKPLACE REQUIREMENTS**

Applicants should refer to the regulations cited below to determine the certification to which they are required to attest. Applicants should also review the instructions for certification included in the regulations before completing this form. Signature of this form provides for compliance with certification requirements under 34 CFR Part 82 “New Restrictions on Lobbying,” and 34 CFR Part 85, “Government-wide Debarment and Suspension (Non-procurement) and Government-wide Requirements for Drug-Free Workplace (Grants).” The certifications shall be treated as a material representation of fact upon which reliance will be placed when the Institute of Museum and Library Services determines to award the covered transaction, grant, or cooperative agreement.

### **1. LOBBYING**

As required by Section 1352, Title 31 of the U.S. Code and implemented at 34 CFR Part 82 for persons entering into a grant or cooperative agreement over \$100,000, as defined at 34 CFR Part 82, Sections 82.105 and 82.110, the applicant certifies that:

- (a) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, and officer of employee of Congress, or an employee of a Member of Congress in connection with the making of any Federal grant, the entering into or any cooperative agreement and the extension, continuation, renewal, amendment, or modification of any Federal grant or cooperative agreement;
- (b) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form - LLL “Disclosure Form to Report Lobbying,” in accordance with its instructions;
- (c) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subgrants, contracts under grants and cooperative agreements, and subcontracts) and that all subrecipients shall certify and disclose accordingly.

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### **2. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS**

As required by Executive Order 12549, Debarment and Suspension, and implemented at 34 CFR Part 85, for prospective participants in primary covered transactions, as defined at 34 CFR Part 85, Sections 85.105 and 85.110–

#### **A. The applicant certifies that it and its principals:**

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, of local) with commission of any of the offenses enumerated in paragraph

(2)(b) of this certification; and

- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, of local) terminated for cause or default; and

#### **B. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.**

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### **3. DRUG-FREE WORKPLACE (GRANTEES OTHER THAN INDIVIDUALS)**

As required by the Drug-Free Workplace of 1988, and implemented at 34 CFR Part 85, Subpart F, for grantees, as defined at 34 CFR Part 85, Sections 85.605 and 85.610–

- A. The applicant certifies that it will or will continue to provide a drug-free workplace by;

- (a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- (b) Establishing an on-going drug-free awareness program to inform employees about-
  - (1) The dangers of drug abuse in the workplace;
  - (2) The grantee's policy of maintaining a drug-free workplace;
  - (3) Any available drug counseling, rehabilitation, and employee assistance programs; and
  - (4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- (c) Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph (a);
- (d) Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the grant, the employee will-
  - (1) Abide by the terms of the statement; and
  - (2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

(e) Notifying the agency, in writing, within 10 calendar days after receiving notice under subparagraph (d)(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to: Director, OLS/State Programs Division, Institute of Museum and Library Services, 1100 Pennsylvania Avenue, N.W., Room 802, Washington, DC 20506. Notice shall include the identification number(s) of each affected grant

- (f) Taking one of the following action, within 30 calendar days of receiving notice under subparagraph (d)(2), with respect to any employee who is so convicted-
  - (1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
  - (2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement or other appropriate agency.
- (g) Making a good faith effort to continue to maintain a drug-free workplace through implementation or paragraphs (a),(b),(c),(d),(e), and (f).

B. The grantee may insert in the space provided below the site(s) for the performance or work done in connection with the specific grant:

Place of Performance (Street address, city, county, state, zip code)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Check  if there are workplaces on file that are not identified here.

**DRUG-FREE WORKPLACE (GRANTEES WHO ARE INDIVIDUALS)**

As required by the Drug-Free Workplace of 1988, and implemented at 34 CFR Part 85, Subpart F, for grantees, as defined at 34 CFR Part 85, Sections 85.605 and 85.610-

- A. As a condition of the grant, I certify that I will not engage in the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance in conducting any activity with the grant; and
- B. If convicted of a criminal drug offense resulting from a violation occurring during the conduct of any grant activity, I will report the conviction, in writing, within 10 calendar days of the conviction to: Director, OLS/State Programs Division, Institute of Museum and Library Services, 1100 Pennsylvania Avenue, N.W., Room 802, Washington, DC 20506. Notice shall include the identification number(s) of each affected grant.

**4. FEDERAL DEBT STATUS**

The undersigned, on behalf of the applicant, certifies to the best of his or her knowledge and belief that the applicant is not delinquent in the repayment of any Federal debt.

