Library Services and Technology Act

LSTA

Five-Year Plan for Wisconsin

2013-2017

Wisconsin Department of Public Instruction
Division for Libraries and Technology

June 2012

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Division for Libraries and Technology

http://dpi.wi.gov/pld/pdf/lstaplan.pdf

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Mission Statement

Vision: All Wisconsin residents have equitable, convenient, and universal access to the information and knowledge resources they need from the state's libraries to meet personal, work, and educational goals.

The mission of the Division for Libraries and Technology is to promote, assist, and coordinate public library, public library system, and school library services and to promote cooperation and resource sharing among all types of libraries and related agencies. The Division accomplishes this through three library teams: Public Library Development, Resources for Libraries and Lifelong Learning, and Instructional Media and Technology. The teams provide professional and technical advisory, consulting, and information services and resources.

Key functions of the Public Library Development team are to:

- administer Wisconsin state aid to the public library systems' program
- administer the federal LSTA program
- administer the public librarian certification program
- provide consultation in library administration, finance, legislation and law, technology, services to special populations, services to youth, and continuing education
- coordinate a statewide summer reading program
- collect and disseminate public library statistics
- establish and promote voluntary public library standards
- assist in development of legislation and funding policy for public library service

Key functions of the Resources for Libraries and Lifelong Learning team are to:

- provide interlibrary loan referral services and manage the state interlibrary loan contracts
- develop , administer and support statewide resource sharing tools (WISCAT)
- administer, develop, manage the selection, and support the use of the BadgerLink collection of statewide full-text databases
- manage the Wisconsin Document Depository Program and Wisconsin Digital Archive
- support the state government portal subject directory and other portal services
- manage the statewide contracts for the Regional Library for the Blind and Physically Handicapped and Newsline (NSF)

Key functions of the Instructional Media and Technology team are to provide expertise and related professional development in the planning, implementation, and evaluation of:

- coordination and support of school library media facilities, programs, and services
- promote the use of exemplary and proven educational programs and practices
- promote the use of educational technology and telecommunications

Needs Assessment

A variety of sources contributed to this plan's findings and recommendations. Key to the planning process was the evaluation of the LSTA program from 2008-2012. The Division used reports, surveys, and other information sources for evaluating these five years of the LSTA program. The process of assessing what was accomplished in addition to what remains to be done, and the value of LSTA-funded services to libraries and residents of the state served as the basis for the new plan.

Library-related groups were involved in assessing the LSTA program, including the Council on Library and Network Development (COLAND), the System and Resource Library Administrators Association of Wisconsin (SRLAAW), Public Library Systems' Youth Consultants, Public Library Systems' Special Needs Consultants, Public Library Systems' Information Technology Consultants, and the Public Library Systems' Continuing Education & Certification Consultants; attendees of the eSummit held in May 2011.

Also included in the LSTA assessment were the responses to an LSTA survey distributed in 2011 to members of the LSTA Advisory Committee; academic, special, school, and public librarians; public library systems; and trustees who responded to an LSTA survey posted on the Web. The LSTA survey was used to assess the LSTA program for 2008-2012 and gather suggestions for the LSTA program and funding levels for those programs for 2013-2017.

The audiences to whom the data sources apply include the public library, public library system and school library staff, trustees, and citizens. Methods used for data analysis included surveys, grant evaluations related to fund use, budgets, statistics from service providers, data from annual reports submitted to the Division, focus group feedback, and review of LSTA Advisory Committee Meeting minutes.

The expected process for periodically updating the Division's knowledge of library services needs is conducted through email lists for each of the individual focus groups that will be used to convey findings and recommendations, as well as to the larger statewide lists that include WISPUBLIB and WEMTA. Links will be posted to Facebook and Twitter accounts linked to the Public Library Development team's webpages, including its LSTA webpage. Updated information and links will be incorporated in the Division's *Channel Weekly* newsletter.

Introduction

The Library Services and Technology Act (LSTA) program is a part of the Museum and Library Services Act administered at the federal level by the Institute of Museum and Library Services. The LSTA contains a provision for a state grants program which is administered in Wisconsin by the Department of Public Instruction, Division for Libraries and Technology (hereafter referred to as the Division or DLT). This five-year plan for the use of LSTA funds from 2013-2017 was developed by the Division with input from the Wisconsin library community. It addresses the state's present and projected library needs and strategies for helping to meet those needs with LSTA funds.

The LSTA program was reauthorized by Congress in 2010. The goals in this LSTA plan relate to the following LSTA priorities/purposes.

The priorities are:

(1) Expanding 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, life-long learning, workforce development, and digital literacy skills;

(2) Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;

(3)(A)Providing 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) Enhancing efforts to recruit future professionals to the field of library and information services;

(4) Developing public and private partnerships with other agencies and community-based organizations;

(5) Targeting 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;

(6) Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;

(7) Developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks;

GOAL 1: Utilization of technology to improve library services: *To ensure that libraries and regional library systems utilize technology to improve services and facilitate access to materials and information resources in Wisconsin libraries and from other sources to benefit all Wisconsin residents.*

This goal addresses the following LSTA Priorities:

- *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.*

- *Establish or enhance electronic and other linkages and improve coordination among and between libraries and entities to improve the quality of and access to library and information services.*

Priorities

Telecommunications Access: Most of this access is via direct data circuits provided by the state TEACH program and subsidized through state universal service funds. Demand for broadband access will increase as public and school libraries strive to take advantage of the more advanced services and formats of materials for patrons and staff that are now available over the Internet. Library bandwidth access is inadequate for the current and future environment. There is a need to continue to work with agencies and community organizations to ensure that Wisconsin libraries have adequate and affordable bandwidth to meet the changing uses of the Internet by staff and patrons.

Electronic Content: Libraries need to provide electronic content to their users, which in some cases includes creating content. There is a need to continue to review and assess the full-text information available through the BadgerLink program; workforce development tools (e.g., Learning Express) are needed in the statewide databases. There is a need to capture, preserve, and make available government information originally created in electronic form. Librarians need to be involved in selecting important, unique local materials that can be digitized in order to share the information with other library staff and users throughout the state.

Creative Uses of Technology: Library patrons now live more digitally than ever; there is a need for libraries and library systems to continuously explore and adopt creative uses of new and existing technologies to improve and develop library services via those media.

Statewide Resource Sharing: Statewide resource sharing and the tool or tools needed to support it need to be reviewed and assessed during the next five years to take into consideration the following:

- changes in technology
- transition to e-content, especially e-books
- the relationship between regional sharing and statewide resource sharing and the most effective and efficient use of resources
- statewide coverage for delivery of materials among libraries with fair and equitable funding structure for the service
- ease of access to the electronic information available through multiple integrated systems and commercial sources

State Leadership: There is a need to provide state-level leadership for the development and improvement of public library service to help ensure access to quality public library service and access to resources for every Wisconsin resident. To accomplish this, there is need for communication, coordination, and interaction among libraries, library groups, the education community, and other organizations in the state to plan and coordinate library services and to maximize access to resources and materials.

Objective: Ensure improved telecommunications in public libraries and public library systems for convenient and affordable access to electronic materials and information.

1.1 Support public library and public library system access to affordable and adequate access to data lines and bandwidth.

What will be done?

- State Library Administrative Agency will provide LSTA non-competitive grant and technology consultant assistance to obtain the fastest and most affordable bandwidth for the 17 public library systems and their member libraries to allow the public better access to resources and electronic information.
- State Library Administrative Agency will work closely with the state network office to address library (and school) broadband needs.
- State Library Administrative Agency technology consultant will assist library systems and their member libraries to maximize known discount programs and seek partnerships with cooperatives for bandwidth buying pools.
- State Library Administrative Agency technology consultant will promote federal E-rate discount submissions among the 17 public library systems and school districts on behalf of the school libraries.
- State Library Administrative Agency will seek out broadband partnerships at the state and federal level and will consult with library systems if local partnerships for more affordable broadband become available.
- State Library Administrative Agency technology consultant will facilitate regional technology support strategies focused on bandwidth, infrastructure and hardware in conjunction with other partner organizations.

Who is the intended audience?
Public library systems on behalf of member Library patrons.

During 2013-2017, the 17 library systems may choose to use LSTA funds to purchase additional bandwidth on behalf of member libraries using their non-competitive technology grant funds.

What procedures will be used to implement activities?
The technology consultant will evaluate bandwidth levels of the public libraries/public library systems in 2013 and each subsequent year.

For 2012, the current bandwidth and initial goals are:
- 163 (41%) libraries will get some bandwidth increase
- 231 (59%) will stay the same

Libraries currently at 1.5 Mbps
- 89 libraries at 1.5 Mbps will remain at this speed
- 107 libraries will go from 1.5 Mbps to 3 Mbps
- 3 libraries will go from 1.5 Mbps to 5 Mbps

Libraries currently at 3 Mbps
- 139 libraries at 3 Mbps will remain at this speed
- 36 libraries will go from 3 Mbps to 5 Mbps
- 7 libraries will go from 3 Mbps to 10 Mbps
- 1 library will go from 3 Mbps to 20 Mbps

Libraries currently at 10 Mbps
- 2 libraries will remain at this speed
- 1 library will go from 10 Mbps to 15 Mbps
- 1 library will go from 10 Mbps to 20 Mbps

What is the expected outcome?
Library systems will monitor bandwidth needs and request greater bandwidth for member libraries when bandwidth is needed and funds become available.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Monitor the most convenient and affordable bandwidth opportunities on the state level. Funds may be applied to support additional bandwidth until increases are available from the state.

What is the timeline?
Annually

Objective: Encourage libraries to provide electronic content and information to expand learning opportunities and access to information and educational resources for user needs for education, lifelong learning, workforce development, and digital literacy skills**.**

1.2 Facilitate expanded access to electronic databases, online resources, and e-content.

What will be done?
Public library system technology grant category distributed to the 17 public library systems offers an opportunity to provide access to electronic databases. Systems write non-competitive grants according to guidelines for use in each annual grant cycle (January-December). In compliance with guideline requirements, public library systems will assess the needs of member libraries and will not duplicate electronic resources already available through BadgerLink, the state database resource.

Who is the intended audience?
Public library systems on behalf of member Library patrons.

Public library systems and member library directors discuss the needs in their communities for databases or e-content. The state technology consultant will compare databases that are already provided through the BadgerLink suite of statewide databases. For example, some systems may decide that they want to add a literature database for more extensive literature coverage. Other systems may use funds for digitizing materials on behalf of one or two member libraries for the benefit of those local communities. Systems that choose to purchase databases, digitize resources, or add e-content will need to state who the intended audience is and how they intend to evaluate the use of these resources.

What procedures will be used to implement activities?
Based upon the needs expressed, a grant is written and submitted to the Division. A database, electronic resource, hardware, software, or other e-content is purchased or licensed on behalf of system members' library patrons to expand access to information. The library staff will use public access computers in the libraries to assist patrons with using the new resources; they may also

provide support and training for remote access. The grant will include a "marketing" element to inform patrons of any new resource and training available to access the information.

The exception to this process is the support, by separate non-competitive grants, to the 17 public library systems for a percentage of a larger e-content purchase through a statewide consortium called the Wisconsin Public Library Consortium (WPLC). In 2012, the Division awarded $300,000 to the library systems as a portion of their cost to fund a statewide contract of $1,000,000 with the content provider. This serves as an incentive for the public libraries and systems to contribute the remaining $700,000 and collaborate to provide this resource for library patrons in Wisconsin. In 2013, the Division will again award funds individually to the systems for a total of $200,000 as an incentive to continue statewide collaboration in providing this shared resource to all patrons. Timeline for LSTA support of *e-content* ends in ***2014.***

What is the expected outcome?
The library patrons will use the new electronic resources for their personal needs. Library systems will maintain use statistics for the new resources and conduct a sample survey after the introduction of the resources to determine whether patron needs were met and whether the WPLC should continue to subscribe to this resource and provide this service.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Provide the opportunity for library systems to determine the individual needs of their member libraries by requiring an indicator of prior use at the beginning of the subscription as well as an evaluation of use at the end of the grant year.

What is the timeline?
Annually through 2017

1.3   Facilitate the digitization of unique local resources and communicate the availability of the resources locally, regionally, and statewide.

What will be done?
Local resources from the public libraries or several libraries will be digitized and added to the University of Wisconsin Digital Collections Center (UWDCC) as well as to their State of Wisconsin digital collection. Once the resources are digitized and a link is provided, the library or library system that submitted the material will advertise the new resource to its local patrons and through the various library newsletters. This will be done in 2013 with five projects through a competitive grant process.

In 2014-2017, there will be a competitive grant process that may include the UWDCC. If funds are available, however, there will also be a competitive grant process to permit applicants to digitize materials using library equipment provided that a set of standards is met and the collection is appropriately "marketed" and made available throughout the state. The LSTA Advisory Committee will establish the standards and guidelines for this method of digitization by 2013.

Who is the intended audience?
Library patrons of Wisconsin or beyond who may have an interest in the collection

What procedures will be used to implement activities?
The State Library Administrative Agency and the LSTA Advisory Committee will create guidelines and standards for a competitive grant process to digitize local resources. The libraries and library systems will determine the resources that would be of most interest to their library patrons and could be digitized within a certain amount of time. The libraries and systems would submit competitive grants. Upon notification, awarded grantees would be responsible for meeting

standards for creating the digitized resource and making it available locally, regionally, and statewide. Librarians who wrote the grants would then need to "market" the product to the library patrons for whom the resources are intended and evaluate their use. Evaluation of use by patrons may be done through an online survey within the library system shared integrated library system.

What is the expected outcome?
Local residents will discover and utilize the digitized resource and find it very useful for their lifelong learning and recreational interests. The resources will also help to preserve a historic context for local communities.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The State Library Administrative Agency will create guidelines with the LSTA Advisory Committee for a competitive grant process that would include all of the elements that the library or library system needs in order to write and implement a successful grant.

What is the timeline?
Annually through 2017

1.4 Facilitate the exploration and implementation of the newest technologies to improve library services and access to information.

What will be done?
In 2013, public libraries and public library systems will be encouraged to apply for a competitive grant to demonstrate the role that public libraries play in creating informational opportunities. Funds will be used to develop and improve library resources and services that promote digital creativity and learning for all residents; to designate and cultivate digital creation spaces in public libraries; to designate staff resources and develop services and programming to support digital creation by library users and include a multimedia marketing plan. All projects will need to emphasize learning, community, technology, and access. All participants are expected to provide any training needed for staff and patrons. Projects may involve other organizations, institutions, or employment support agencies that promote digital learning in the planning, implementation, and evaluation of the project. Projects targeting school age children must include a partnership with one or more schools and be consistent with the Wisconsin Common Core State Standards (CCSS). All projects must include a multi-media marketing plan.

Grant funds may be used, for example, to:

- Initiate a digital production area where library users can learn and perform the following types of digital creation: film editing and production; image scanning and editing; audio editing and production; applications, website, blog, and social media construction, etc.
- Develop library services to support digital creation technologies
- Offer classes and tutorials (print and online) that promote independent and collaborative use of digital creation technologies

Who is the intended audience?
Library patrons of all ages

What procedures will be used to implement activities?
LSTA grant guidelines for 2013.

What is the expected outcome?
Creation of a digital creative learning space to expand library informational opportunities that

would be available for others to learn from and contribute to in the future -- Initial projects would provide models and best practices for subsequent projects if the category is continued.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The Division will award four or five grants to libraries or library systems and expect an evaluation based on the grant that includes: the target audience; what they, librarians, and other partners did; what products and resources were used and created; what service the grant provided; what was learned and by whom in addition; how the project could be implemented elsewhere; and whether the method used was useful.

What is the timeline?
The progress of the project will be evaluated after six months and a year. The project may be modified or expanded in subsequent years.

Objective: Facilitate the sharing of library materials and information resources throughout the state and beyond.

1.5   Assess the interest and viability for a statewide shared integrated library system (ILS) and equipment and the services that one would support.

What will be done?
The Division will survey Wisconsin libraries to assess their interest in a statewide shared integrated library system (ILS). If the consultant and work group so recommend, the statewide library community may be simultaneously surveyed to assess interest in a statewide ILS versus an inter-compatible regional ILS. The Division will convene a stakeholder group to provide input and review information about models for statewide systems implemented elsewhere. The work group will present recommendations to the Wisconsin library community. If there is agreement to implement a statewide ILS, cost proposals will be developed and shared. Thereafter, based on costs and consensus, a procurement process may be initiated.

Interest in developing inter-compatibility between existing or adapted regional ILS will be assessed as an alternative to developing a statewide ILS. That activity is described in section 1.6 below.

Who is the intended audience?
Wisconsin libraries of all types and their patrons

What procedures will be used to implement activities?
Surveys, research, and work group review of research and findings. Recommendations will be developed and shared. If there is agreement to implement a statewide ILS, cost proposals will be developed, a procurement process will be undertaken, and a new statewide ILS will be implemented.

What is the expected outcome?
The Division and the statewide library community will decide whether there is interest in developing a statewide shared ILS and determine which shared ILS to implement. If there is agreement, a procurement process will be undertaken and a statewide ILS will be implemented.

How will SLAA use funds to assist with meeting the goals?
The Division will use SLAA funds to retain an outside consultant to survey the library community, facilitate focus groups and to collect information from participants in other statewide ILSs. It will also use funds to support meetings of a statewide work group that will review findings and share recommendations. Funds may also be needed to purchase or license new software and to support training of librarians and patrons on use of the new statewide ILS.

What is the timeline?
The outside consultant will be hired during the first year to survey the library community. Research on other statewide ILS will be conducted in the first and second years. The work group will be convened in the first year to begin reviewing findings, which will continue throughout the grant period. By the third year the workgroup will share its recommendations with the statewide library community. If the work group so recommends, a procurement process will be implemented during the third or fourth years. During the fourth or fifth year the statewide ILS will be implemented and libraries and patrons will be trained in its use.

1.6 Foster inter-compatibility of existing or adapted regional ILS for more economical and effective searching and sharing of materials.

What will be done?
DPI staff will convene a work group that includes representatives of existing regional ILS, and of the larger library community to assess the viability, cost, and work plan necessary to facilitate inter-compatibility of existing or adapted regional ILS. Relevant surveys conducted as part of Activity 1.5 will be reviewed and augmented as needed to assess the interest in building larger regional ILS. An assessment will be made of statewide interest in developing inter-compatibility between existing or adapted regional ILS. Research on successful models for fostering inter-compatible regional ILS will be conducted. This investigation may be conducted in conjunction with the investigation of a shared statewide ILS, (Activity 1.5).

If the library community recommends implementing inter-compatible regional ILS, a procurement method will be chosen for selecting and purchasing or licensing software which may be needed to facilitate inter-compatibility. Once any needed software is chosen and contracted or licensed, a work plan will be developed and implemented to coordinate work among libraries and systems planning to participate. Implementation will be conducted collaboratively with DPI, vendors or software development communities, and libraries and systems participating in bringing software, catalogs, and/or Z39.50 targets online, developing workflows for staff, and training library staff and patrons on use of the new ILS.

Who is the intended audience?
Wisconsin libraries and public library systems currently participating in shared or regional ILS and libraries interested in joining a shared or regional ILS.

What procedures will be used to implement activities?
Surveys, research of successful models, workgroup reviews of findings. Recommendations will be shared with the statewide library community. Work plans and cost estimates will be developed and shared. A software implementation and testing process will be developed and distributed to participants. A procurement process will be chosen; necessary software will be selected and licensed or purchased, and implemented. Library staff and the public will be trained on the use of the new system.

What is the expected outcome?
The Division and the statewide library community will concur on whether or not to foster inter-compatibility of shared regional ILS in Wisconsin. If there is agreement to implement inter-compatible shared ILS, a procurement process will be chosen, software selected and implemented and a new statewide ILS created.

How will SLAA use funds to assist with meeting the goals?
Funds will be used to survey libraries and systems to assess their interest in joining a larger regional ILS, to study the viability of a larger shared ILS, to fund a consultant to assist in surveying and research, and to fund meetings with potential participants and users and vendors of ILS software (fee-based and open source).

What is the timeline?
The surveys and research conducted as part of Activity 1.5 will be used in this activity, so the two projects may run concurrently. A work group will be convened within the first year. During the first and second years, DPI staff will incorporate data on large-scale or statewide ILS used in Wisconsin and in other states that will be gathered in Activity 1.5. They will conduct any additional research activities necessary to assess any viable ILS alternatives not identified in Activity 1.5. By the third year, the work group will recommend implementation steps. If the work group so recommends, a procurement process will be implemented during the third and fourth years. Implementation work on larger regional shared ILS will be conducted by the fourth and fifth years.

1.7 Support statewide delivery services among public library systems in the state.

What will be done?
The funding for South Central Library System is a subsidy to support inter-system delivery to foster resource sharing between the public library systems for interlibrary loan (the regional systems fund their intra-system delivery). An LSTA survey for the five-year evaluation ranked the Delivery service one of most important of all services by public and academic librarians. Approximately 601,300 items were delivered to the public library systems alone in 2011.

A non-competitive grant will be awarded to Northern Waters Library Service and the South Central Library System. Northern Waters Library Service is awarded a small subsidy to extend the delivery of materials and promote resource sharing in the northwest portion of the state because South Central Library System does not deliver to its headquarters. Northern Waters Library Service must contract with a different vendor for delivery from central Wisconsin (Wausau) to the system headquarters in Ashland.

Who is the intended audience?
Library patrons of the public libraries; the agency runs the delivery service on behalf of Wisconsin libraries to provide resources for the patrons.

What procedures will be used to implement activities?
The South Central Library System initiates and schedules deliveries to all 17 library systems based on need. Some systems receive 5 day/week delivery and others, 4 days/week.

What is the expected outcome?
The delivery volume of 632,400 was at its highest in 2009, and the numbers have been moderating in the past two years. The reason is thought to be the growth in downloadable and streaming resources. The trend needs to be watched.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The LSTA Advisory Committee will monitor delivery volume and receive updates annually from the South Central Library System's delivery unit to determine future support.

What is the timeline?
Annually

1.8 Coordinate access to statewide resource sharing tools to ensure timely and convenient access to needed materials and information.

What will be done?
DPI staff will work with representatives of the Wisconsin library community to assess the current BadgerLink resources and identify desirable additions or substitutes for current content purchased from vendors or developed by partners within other agencies or organizations. Partnerships with other agencies and organizations will be explored and developed to increase content development, funding, and training options for statewide resource sharing tools.

Who is the intended audience?
Wisconsin libraries and citizens using resource sharing tools, especially the BadgerLink databases, BadgerLearn, and Found in Wisconsin

What procedures will be used to implement activities?
Surveys and research will be conducted on current content, support workflow and training. Meetings will be held with representatives of the library community, other state agencies and non-governmental partners to assess interest in sharing the cost and staffing required to support broader access to online informational and curricular support content. If content changes are recommended, a procurement process will be selected and implemented.

What is the expected outcome?
Greater coordination, support, and funding for online informational content and curricular support; wider collaboration in selecting; training and outreach to increase use of informational and curricular support content BadgerLink content will be expanded and enhanced. More support and training will be made available to Wisconsin libraries and citizens accessing BadgerLink resources.

How will SLAA use funds to assist with meeting the goals?
To fund webinars and a limited number of face-to-face meetings to gather input from potential partners and to clarify goals, assess support roles and build a campaign to heighten awareness of informational and curricular support content available to all Wisconsin residents. If a procurement process is implemented, SLAA funds may be used to fund meeting costs associated with the procurement process. Funds may also be used to support the work required to implement new BadgerLink resources.

What is the timeline?
Activities have begun within the Department of Public Instruction and with partners that include the South Central Library System, Wisconsin Library Services, and Lakeshores Library System. A broader outreach will commence in 2013 and continue throughout the grant period. Work will be iterative, with initiatives being developed and reviewed sequentially. If the group determines to implement a procurement process for purchasing new content, the timeline may be impacted by the availability of procurement specialists and evaluators. A procurement process could begin as early as the fourth year of the contract period.

1.9 Provide or coordinate access to state level interlibrary loan.

What will be done?
The current interlibrary loan management system and statewide interlibrary loan workflow will be reviewed. Issues with the current software and workflow will be identified. Options for reducing cost, increasing collaboration, and enhancing efficiencies to broaden equitable access to information for all Wisconsin residents will be identified. Support for transitioning to a different interlibrary loan software and workflow system will be assessed. If the community supports

adopting a different interlibrary loan software package and/or workflow, a procurement process will be selected and implemented. A new software system may be selected and implemented.

Who is the intended audience?
Wisconsin libraries of all types and their patrons.

What procedures will be used to implement activities?
A work group will be assembled to work with DPI to explore software options (fee-based and open-source) and workflow. Input will be gathered on issues and concerns with the software and workflow. Recommendations for new functionality and cost reductions will be gathered. Assessments of all viable options will be shared with the broader library community, and input will be sought on whether and when a new system should be implemented. The DPI staff will work with vendors and/or partners in other organizations willing to collaborate in the process to identify interlibrary loan software/methods compatible with a statewide ILS, regional ILS, or the existing environment including shared and standalone ILS.

What is the expected outcome?
The statewide library community will determine whether to adopt a new software system and workflow or refine the existing software and workflow. If the group recommends implementation of a new system and workflow, a procurement process will be undertaken and a new interlibrary loan system and workflow will be implemented.

How will SLAA use funds to assist with meeting the goals?
Fund meetings and webinars of a workgroup representative of the library community, assess all viable options for interlibrary loan, fund research activities to assess alternate systems, fund a procurement process and implementation of the new system and training for library staff and patrons on the new system.

What is the timeline?
Three to five years. The work group will be gathered and begin meeting in the first year. The needs and wishes of the library community will be surveyed and reviewed during the first and second years, and research on alternate solutions will be conducted in the second and third year. If the work group decides to adopt a new system, a procurement process will begin in the third or fourth year. The selected system will be implemented during the fifth year.

Objective: Provide state-level leadership, planning, and coordination of technology services throughout the state.

1.10 Provide consultant services to assist libraries and systems in using technology and to coordinate the use of technology statewide, including participation in such programs as the federal E-rate program and the Federal Communications Commission's (FCC) support of telecommunications in libraries.

What will be done?
This objective would provide a public library and library system consultant for technology initiatives. The consultant provides assistance as stated in the activity 1.10 in addition to coordinating possible transition to a merged or future shared statewide integrated library system and advising public libraries of new technologies or partnerships with other agencies; i.e., Bill and Melinda Gates Foundation.

Who is the intended audience?
Librarians and technology consultants of public library systems and the public libraries

What is the expected outcome?
There will be a coordination of library technology efforts, broadband access, and subsidy programs for telecommunications; advancement of library technology awareness and implementation; facilitation of grants for developing technologies in public libraries and regional systems.

How will State Library Administrative Agency use funds to assist with meeting the goals?
LSTA funds pay for this consultant position.

What is the timeline?
Ongoing

1.11   Facilitate statewide planning and studies related to the uses of technology.

What will be done?
This project area is the State Librarian's project category for participation in statewide and national meetings; expenses for the Council on Network and Library Development (COLAND) meetings; planning meetings for the lifelong learning portal; K-12 libraries exploring e-content regional cooperatives; and the feasibility assessment of a statewide integrated library system.

Who is the intended audience?
Assistant State Superintendent, COLAND, School and public libraries.

What procedures will be used to implement activities?
Attendance at COSLA and COLAND meetings by the Assistant State Superintendent; attendance and expenses of the COLAND committee for their meetings six times/year; meetings and consulting services to investigate feasibility of a statewide-integrated library system.

A meeting will be convened to determine whether the school library community can support bringing together a group to review the current status of eBook purchases in school libraries, discuss and possibly pilot eBook purchases in school libraries by matching some of these funds with Common School Funds, and sharing the results of this project (The Common School Fund is the state source of funding for materials and resources in school libraries). This aligns with the school library and eBook summits as well as the work of the Digital Learning Advisory Committee.

What is the expected outcome?
Attendance at meetings results in representation and participation in important state and federal meetings on behalf of the Wisconsin State Department of Public Instruction's education and library communities.

The expected outcome of the e-Content initiative in schools will be the feasibility of a collaborative regional purchase of e-books by school libraries for curricular support in their districts.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The State librarian will help provide a vision for 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. A greater economy-of-scale and efficiency in sharing resources and single platform; there would also be a streamlining availability of resources.

What is the timeline?
The study will be done in 2013; possible pilot project(s) in 2014.

GOAL 2: Convenient access and quality library services for all residents:

To ensure convenient and efficient access to a wide range of quality library and information services for all Wisconsin residents, including those who have difficulty using a library because of limited literacy and language skills, educational or socioeconomic barriers, or disabilities.

This goal addresses the following LSTA Priorities:

- *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 skill*
- *Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (birth through age 17) from families with incomes below the poverty line*
- *Develop public and private partnerships with other agencies and community-based organizati*ns

Priorities

Literacy: Literacy is essential for success in school and in life. Public library services support literacy for people of all ages and backgrounds. There is a need to encourage public libraries to promote and provide services that improve pre-literacy skills in infants and toddlers and to improve literacy for individuals who speak English as a second language and to others who have difficulty using libraries because of their educational, cultural, or socioeconomic background.

Summer Library Program: Research indicates that children who read over the summer maintain or increase the reading level at which they tested when they left school in spring and when they returned in fall. Children who do not read over the summer fall behind in their reading skills. The primary source of free reading material for children during the summer is their public library. Preschool children who are ready to read start school with an advantage over children who have not had experience with books. Language development occurs more rapidly and at a higher level in infants exposed to frequent and appropriate language stimulation, including being read to. For these reasons, Wisconsin public libraries make summer reading programs a priority.

Objective: Encourage public libraries to provide the space, materials, services, and information needed by Wisconsin residents to enrich their quality of life and enable them to contribute in a democratic society.

2.1 Coordinate a statewide summer library program for libraries in the state.

What will be done?
The Youth and Special Services consultant participates in the national collaborative summer library program meetings and committee work. The Division makes a group purchase of the current summer library program themed materials each year on behalf of the 17 public library systems.

Who is the intended audience?
The priority audience is children 0-17 years of age; the Cooperative Summer Library Program offers materials for early literacy, children's, teen, and adult reading programs.

What procedures will be used to implement activities?
The Youth and Special Services consultant shares information acquired from the national cooperative summer library program with Wisconsin youth librarians of the 17 library systems. The systems then will convey the materials to member libraries participating summer library programming.

What is the expected outcome?
Youth librarians in Wisconsin will apply the annual national summer library program theme locally and will choose materials for their programs and websites to advertise the programming provided to them by their library systems. The goal is to foster engagement of children and their families to better retain the reading levels achieved during the school year and to encourage reading among families.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Funds will be used to purchase the annual manual produced for the 17 public library systems that then share the materials with their member libraries. The Youth and Special Services consultant at DPI will convey the intended outcome to system youth librarians of the summer library program that encourages reading from an early age along with family members. Regular surveying by the youth services consultant to youth services librarians and youth services librarians to library communities is encouraged to maximize benefits of the Cooperative Summer Library Program.

What is the timeline?
Annually

Objective: Promote and support learning and literacy activities in public libraries to provide services to special populations.

2.2 Support the efforts of public libraries to improve the reading skills and digital literacies of all people, including those who have difficulty using libraries because of their educational, cultural, or socioeconomic background.

What will be done?
A competitive grant process will be offered to support literacy projects.

- Projects must involve other organizations, institutions, or employment support agencies that promote literacy in the planning, implementation, and evaluation of the project.
- All literacy projects must include an effective marketing plan that targets people who do not use print, do not read well, or do not speak English. Projects targeting school age children must include a partnership with one or more schools and be consistent with the DPI Wisconsin Literacy Plan.
- Computer literacy projects must include an employment support agency as a partner.

Who is the intended audience?
Library users or potential library users who are having difficulty using libraries because of educational, cultural, or socioeconomic situations or because of a disability; people with limited functional literacy or information skills; those in underserved urban and rural communities; children (from birth through age 17) from families with incomes below the poverty line, in collaboration with partnering agencies appropriate to the project.

What procedures will be used to implement activities?
A project will be developed that will depend on community needs and potential partners as well as potential beneficiaries of the library service. A competitive grant application will be written by a public library or public library system on behalf of a number of libraries that will have done a needs assessment and developed goals, objectives, an evaluation plan, and expected outcomes. If awarded the grant, the awarded agency will work with the described audience and partners to implement and market the service to the appropriate agencies. They will submit an evaluation at six months and at the end of the grant period (one year) to report on actual outcomes.

What is the expected outcome?
Activities will be completed; partners will be engaged; intended audience will have measureable improvements in their reading; digital literacy; families will have improved abilities to find information, etc.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The Youth and Special Services consultant and LSTA Coordinator will provide a training webinar for those who would like to learn the grant expectations through an interactive online session. In addition, the two staff will develop small videos to explain the steps in manageable amounts for those who are new to grant writing. There is a lot of information to absorb in terms of the application process and the expectations of the grantee.

Information shared on webinars and videos will be maintained online along with additional information and resources.

What is the timeline?
Six-month evaluations and final evaluation at the end of the grant cycle (December).

2.3   Promote and demonstrate the role public libraries play in meeting the informational needs of people for whom using a library is difficult because of educational, cultural, or socioeconomic situations or because of a disability, including seniors.

What will be done?

- The Division will meet with the Youth and Special Services librarians from 17 public library systems as well as the LSTA Advisory Committee to assess the needs in libraries statewide for community services to provide for the informational needs of special services populations.
- The Division works with libraries/library systems through webinars and small video clips on the Public Library Development webpages to explain the grant category and the need to develop partners to collaborate with in the implementation of a library service in their community.

Who is the intended audience?
Persons having difficulty using the library or currently taking advantage of library services because of cognitive, emotional, or physical disabilities

What procedures will be used to implement activities?
Libraries/Library systems will collaborate with partners to identify, customize, market, and deliver programs and services to their communities.

What is the expected outcome?
Activities will be completed; partners will be engaged; intended audience will have measureable improvements in their ability to access information and services that the libraries offer.

- Users become aware of programs and services that the library has to offer.
- Users opt to participate in the programs and services.
- Users learn new information and skills of making better decisions in their home, community, and/or workplace.
- Users of the library service let non-users know they have found valued resources on community services in libraries.
- Former non-users opt to participate in library programs and services.

- Libraries respond and adapt to increased user demands.
- Former non-users learn new information and skills for improved decisions in their homes, community, and workplace.
- Improved community sustainability and quality of life.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Funds will be used to assist member library patrons with purchasing and installing the technology and other adaptive equipment needed to increase accessibility for people of all ages who have cognitive, emotional, or physical disabilities and to provide member librarians with the training to use the equipment effectively.

What is the timeline?
Six-month evaluations and final evaluation at the end of the grant cycle.

2.4 Promote the role of public libraries in providing resources, training, and space for those seeking employment opportunities.

What will be done?

- The Division assesses small business and employment needs for developing strategies for delivery in libraries, including any possible partnerships with providers of employment services.
- The Division provides and communicates outreach service programs/training and/or grants to the libraries/library systems and potential partners.
- Libraries develop initial strategies for providing employment and small business services directly or in collaboration with other partners.
- Libraries do outreach to and gather input from firms and users.
- Library staff refines services and resources for addressing target user needs.
- Target users become aware of library services and resources.

Who is the intended audience?
Unemployed or under-employed persons; targeted users develop and network around their economic needs/interests.

What procedures will be used to implement activities?
Library staff contact partners (local Department of Workforce Development) to provide training at the library. Courses are arranged for library staff and possibly the public, using public access computers. Many libraries already have small "labs" of computers that unemployed or underemployed can use to seek employment. Staffs train the public on computer use and demonstrate how to access employment information.

In addition, Resources for Libraries and Lifelong Learning (RL&LL) will negotiate a license for the *Learning Express Library* (electronic database) which is designed to help people succeed on the tests they must pass to gain citizenship, improve their testing skills, or further their education or career. Over 300 online academic and licensing practice tests including SAT, ACT, GRE, LSAT, Advanced Placement, civil service, military, real estate, law enforcement, citizenship, TOEFL, ESL, and basic skills for elementary, middle, and high school skills improvement and much more. Test preparation materials span ages from elementary through adult. This testing resource also provides instant scoring and customized feedback. The Wisconsin Department of Public Instruction is including this database in its next annual budget to add to the resources available through the state-funded BadgerLink electronic resources. Currently, library staff train users in the database

use, and the database is paid for with LSTA funds. Staff will continue to train in database use even in the event that a database license becomes a state expense.

What is the expected outcome?
Targeted users access employment and/or small business services and resources. Targeted users acquire new information skills. Users learn about other services that the library offers. Users apply new information and skills to increase opportunities for economic success. Users avail themselves of other library services to suit the needs of their children or themselves. A user has an improved chance to become employed. If that happens, it will increase business and government revenues.

How will State Library Administrative Agency use funds to assist with meeting the goals?
The Division will use the funds to provide competitive grant opportunities to libraries and library systems to meet the needs of their library patrons.

What is the timeline?
Apply for grants in September, reviewed in October. The LSTA Advisory Committee decides how many grants can be funded in November; State Superintendent announces awards in December. Grant implementation begins in January; a six month evaluation is due in June; grant year ends in December; final evaluation is due in February.

GOAL 3: Support the equalization of access to information and lifelong learning resources: *To ensure that enhanced continuing education, training, and development opportunities are available to the current library workforce and library users.*

This goal addresses the following LSTA Priorities:

- *To 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*

Priorities

Lifelong Learning: Provide resources and support programs that assist communities adapt to a changing workforce and enhance digital learning.

Training: There is a need to prepare library directors and trustees for the changing needs of their community and responsibility to support the library user's need for education, workforce development, and digital literacy skills. There is a need for library staff to develop leadership skills. There is a need to provide increased information about electronic content, make it available to the public in libraries, and to train library staff and the public in its use. There is a need to coordinate technology training opportunities/classes statewide. There is a need for collaboration with organizations providing training for library staff.

State Leadership: There is a need to provide state-level leadership for the development of partnerships and improvement of public library service so that progress can be made toward the goal of providing access to quality public library service for every Wisconsin resident. In order to accomplish this, there is a need for communication and interaction among libraries, library groups, the education community, and other organizations in the state to plan and coordinate library services and collaborate to maximize access to resources and materials for all residents of the state.

Objective: Encourage public libraries and public library systems to provide training opportunities for staff, trustees, patrons, and "digital natives."

3.1 Provide statewide leadership and planning for the improvement of public library service in adapting to changing workforce and required digital skill sets as well as mentoring library communities about collaborations and partnerships; e.g., e-government, arts, culture, health and wellness, publishing industry.

What will be done?
Libraries and library systems will receive grants to create "digital communities" and establish partnerships to extend access to continuing education, training, and databases of training resources.

Who is the intended audience?
Library and library system directors, public library boards of trustees, community and business leaders, state and national library agency leadership.

What procedures will be used to implement activities?
Libraries and library systems will apply for grants.

What is the expected outcome?
Statewide databases for all residents; better retention of residents in the library communities; more collaboration with Technical schools

How will State Library Administrative Agency use funds to assist with meeting the goals?
Funds are used for the Director of the Public Library Development Team (.8 FTE). There is also funding in this project for a full-time public library data collection position (1 FTE). Funding provides for administrative support of statewide annual meetings for library system directors, special services consultants, youth services consultants, and continuing education consultants. LSTA provides funding for continuing education opportunities for Public Library Development Team staff. Funds are also used for a part-time support staff position for the LSTA team.

What is the timeline?
These are annual activities – 2013-2017.

3.2 Provide consulting and planning assistance to public libraries and public library systems for youth and special services populations.

What will be done?
The Youth and Special Services consultant will provide consulting and planning assistance to public library systems and their member libraries for youth and special services populations. This person will work with school staff and Wisconsin Department of Public Instruction individuals dealing with the literacy needs of children and adults; coordinate the statewide annual summer library program; maintain a webpage showcasing examples of youth service best practices; create videos and use webinars to educate librarians in writing Special Services LSTA grants; collaborate with state literacy agencies.

Who is the intended audience?
Youth and Special Services librarians and their library patrons

What is the expected outcome?
Youth and special services librarians will receive quality training and information to assist library users in identifying the library community youth and special service needs, including the area of digital literacy training and accessibility for all populations.

How will State Library Administrative Agency use funds to assist with meeting the goals?
This position is paid with LSTA funds.

3.3 Support the provision of training opportunities and equipment for the lifelong learning needs of library directors, library staff, and trustees.

Example 1

What will be done?
Provide professional development and networking opportunity for librarians who serve babies, children, and teens in small to medium size public libraries. The Youth Services Leadership Development Institute will take place biennially (every 2 years) in the fall at a retreat/conference center. Institute topics will incorporate feedback from previous participants as well as library research, practices, and trends. The Leadership Development Institute will target librarians who have no graduate-level education in librarianship and/or work in rural library communities.

What procedures will be used to implement activities?
Institute participants will experience foundational training related to youth services, including programming and collection development. In addition, emphasis will be placed on developing technology and leadership skills. DPI staff and experienced librarians and educators from around the state will conduct training.

What is the expected outcome?
For this group, there is a need to improve skill and knowledge base, foster a supportive community (in person and online), and to develop stronger peer-to-peer and peer-community connections within the Wisconsin libraries infrastructure.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Librarians will apply to the Institute 5-6 months ahead of time. The Youth and Special Services consultant will organize the Institute. Applications will include a statement of interest and plans for implementation of Institute topics and goals. Applications will require a signature for approval of attendance (if accepted) by the librarian's direct supervisor. Applications will be reviewed and attendees determined by DPI staff. Attendees will be notified 3-4 months ahead of time and a waiting list will be maintained if necessary. LSTA funds will pay for fees for speakers, food, lodging, and travel for 30 participants for three days and three nights.

What is the timeline?
The DPI Youth and Special Services consultant will complete all major tasks; other DPI staff to assist as needed. If funding is available, this Institute will be offered bi-annually.

Example 2

What will be done?
Provide a repository of professional development and continuing education opportunities and learning objects for the lifelong learning needs of the library workforce. The repository or portal is intended for all types of librarians and library board members.

The Division will continue to create digital objects for the learning needs of library staff that will share the information with library users. The Division will also contract with a continuing education provider on behalf of library staff in Wisconsin.

Who is the intended audience?
Library staff and library board members.

What procedures will be used to implement activities?
The Division will work with library systems' staff and the LSTA Advisory Committee to determine the professional development needs. The Division would procure a continuing education package to provide a broad range of professional development training opportunities for librarians. These opportunities and ones that have continued to be created through the developing Wisconsin portal will be marketed to the library staff community.

What is the expected outcome?
Library staff will have increased awareness, ability, and willingness to assist users in accessing databases and content and train library users in digital literacy skills.

How will State Library Administrative Agency use funds to assist with meeting the goals?
Funds will be allocated to purchase content to assist librarians in pursuing continuing educational opportunities, build their digital skills, and improve their training techniques.

What is the timeline?
Grant opportunities offered annually to libraries and library systems.

3.4 Provide support to assist local libraries in transforming to digital communities.

What will be done?

- Encourage the libraries to establish partnerships to improve access to digital resources and support citizens' ability to use them effectively.
- Support regional and statewide efforts to provide training and resources.
- Develop models for best practices.
- Support libraries as small business incubators.

Who is the intended audience?
Citizens, small businesses and entrepreneurs

What procedures will be used to implement activities?
A competitive grant process for public libraries and public library systems will be offered and the grant application will require partnerships.

What is the expected outcome?

- Library users have an increased awareness, ability, and willingness to access electronic resources.
- Users find information that benefits their lives.
- Users increase awareness, interest, and use of electronic resources and other library services.
- Users apply acquired information to improve decisions in home, school, workplace and/or community.

Evaluation Plan and Monitoring Procedures

Wisconsin will use a variety of reports, surveys, and other information sources for evaluating the LSTA program 2013-2017, including periodic progress reports, existing data and reports, surveys and studies, and group meetings and hearings. Wisconsin will make use of these reports and other data, and will gather input from the Wisconsin library community throughout the five years. Among the evaluation methods likely to be used include:

- surveys
- collection of anecdotal accounts
- focus groups

Among the available information sources and studies Wisconsin will use are the following:

- public hearing comments
- public library annual reports, including studies done in conjunction with the annual reports
- grant project evaluation reports
- statistics collected about services
- recommendations of statewide committees and councils, including but not limited to, the LSTA Advisory Committee, Council on Library and Network Development, and System and Resource Library Administrators Association of Wisconsin.

Measures of Progress

- Assessment of the LSTA dollars spent for various services and activities
- Perceived value of LSTA-funded services and activities by librarians in the state
- Number of digitized local historical materials maintained by the public libraries
- Patron use of electronic content in public libraries
- Number of libraries participating in larger statewide integrated library systems
- Volume of library materials delivered statewide
- Number of public libraries offering adult, family, and/or early literacy programs
- Number of public libraries providing services to meet the needs of persons with disabilities
- Number of libraries and children participating in summer library programs
- Number and types of training programs for library staff, trustee, and patrons

In addition to the overall assessment of progress on the LSTA plan from a statewide perspective, LSTA grantees are required to evaluate their individual projects. These evaluations contribute to the broader assessment and evaluation. All LSTA applicants must describe in their LSTA application forms how their projects will be evaluated, what tools of measurement will be used to determine the extent to which the project met its outputs and outcomes, and by whom and by what methods evaluation data will be gathered and analyzed. Six-month and final evaluations are required of all LSTA grant recipients. In the final project evaluation, grant recipients are required to provide information on how the project purposes were met; plans, if any, for follow-up or continuation of the project; and problems encountered in the project. Project administrators are asked to submit statistics, letters, reports, and other materials relevant to the project evaluation.

Stakeholder Involvement, Communication, Public Availability

The Division will continue to use its LSTA Advisory Committee to provide advice and feedback on the LSTA program. Membership on the advisory committee will include representatives of all types of libraries and public library systems and will include representatives from different sizes of libraries and different geographic areas of the state. Members of the committee will be appointed by the State Superintendent of Public Instruction to serve staggered 3-year terms. The committee will meet at least twice each year in the spring and in the fall. The primary responsibility of the committee will be to advise the State Superintendent and the Division on the following:

> Develop the long-range plan
>
> Resolve policy matters arising from the administration of the program
>
> Establish annual grant criteria, priorities, and categories
>
> Establish process and timeline for each year
>
> Evaluate grant applications and recommendations for grant awards

 As a part of each LSTA Advisory Committee meeting, time will be set aside for a public hearing where other persons interested in the LSTA program may make comments and suggestions.

Information on the LSTA program will be made available to librarians and library users through various methods, including Division publications, the Web, email discussion lists, and other appropriate means. A key source of information on the LSTA program is the Division's *Channel Weekly* newsletter*. Channel Weekly* has approximately 1,100 subscribers from all types of libraries, including trustees and others interested in library issues. The Division has an extensive Web presence which includes webpages focusing on the LSTA program. The Division hosts email discussion lists for school and public libraries, and information will be made available via these lists. The LSTA application forms and an annual publication, *LSTA Information and Guidelines for Wisconsin,* will be produced and available online from June until the grants are due in mid-September. They will continue to be distributed in smaller numbers in 2012 and 2013 to those interested in the program. 2013 will be the last year that *the LSTA Information and Guidelines* will be printed for distribution. The Division will provide statewide training/information programs primarily through webinars and short videos for potential grant applicants.