CALIFORNIA LIBRARY SERVICES AND TECHNOLOGY ACT
2018-2022 INVESTMENT PLAN

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MISSION STATEMENT

The California State Library enriches lives and connects people, libraries and government to information and resources.

NEEDS ASSESSMENT

California's Library Services and Technology Act investment plan for 2018 through 2022 is informed by:

- Data gathered from the library community during the most recent evaluation of the state's five-year plan.
- Data gathered from ongoing communications between the California State Library's Library Development Services staff and the library community, other state agencies and offices, and partnering agencies.
- Documented needs of the communities served by California's libraries.

Five-Year Evaluation

The California State Library conducted a rigorous five-year evaluation from the 2013-2014 through the 2015-2016 fiscal year. Anne Marie Gold, a consultant with expertise in program assessment and the Library Services and Technology Act, conducted the evaluation. California's library community, including directors, mid-level managers, and frontline staff provided feedback on current and recent library services act projects and their future needs and aspirations. This was done through focus groups around the state, a half-day input session at the annual Public Library Director's Forum, stakeholder interviews, and electronically distributed surveys.

Ongoing communications

Library development staff communicates regularly with staff in California libraries and other state agencies and offices as well as local, regional, and statewide partners. Library development staff gathers data on our colleagues' and partners' needs, assets, aspirations, practices, and impact during site visits, training sessions, conference participation, joint programming activities, committee participation, meetings of California's regional library cooperatives, and an annual Public Library Directors Forum where directors have opportunities to discuss issues in depth with one another and State Library staff.

Documented needs of California's communities

Demographics and geography

With more than 39 million people, California is the nation's most populous state by far. One of every eight US residents lives in California. By 2050, California's population is projected to reach 50 million people.

During the 20th century, California experienced tremendous population growth. Its population nearly tripled in the last half of the 20th century, accounting for over one-sixth of the population increase of the entire country. Over the past 20 years, however, California has experienced its slowest rates of growth ever. From 2006 to 2016, California's population grew by 3.2 million, or 9 percent — low for the state and barely higher than the rest of the nation's 8 percent growth rate. International migration to California, however, has remained strong. The state experienced a net inflow of 1.6 million immigrants, accounting for half of the state's population growth over the last decade.

More than one quarter of Californians — 27 percent or 10.7 million — is foreign born. That's twice the national average of 13 percent and a higher proportion than in any other state (New York is second with 23 percent).

More than 4.3 million of California's immigrants come from Mexico, 864,000 from the Philippines, 728,000 from China excluding Taiwan and 910,000 including Taiwan, 511,000 from Vietnam, 477,000 from India, 428,000 from El Salvador and 328,000 from Korea. In recent years, almost twice as many immigrants have been arriving from Asia as from Latin America.

California is one of the most diverse places in the world. No race or ethnic group constitutes a majority of the population: 39 percent of state residents are Latino, 38 percent are white, 14 percent Asian American, 6 percent African American, 3

percent multiracial, and less than 1 percent are American Indian or Pacific Islander, according to the 2015 American Community Survey. In 2015, Latinos surpassed whites as the state's single largest ethnic group.

The state's population is aging but is still slightly younger compared to the rest of the country overall. According to the 2015 American Community Survey estimates, the median age in California is 36.2, compared to 37.8 for the entire country. But while California has the seventh-youngest population in the country, the state's population is aging along with the Baby Boom. By 2030, about one in five Californians will be age 65 or older.

California has distinct regions with very different population characteristics. The state has some of the country's largest cities. Los Angeles, with a population of more than 4 million, is the second largest in the nation. San Diego and San José are eighth and tenth, respectively. But much of the state is sparsely populated. Nearly 80 percent of California's land area is characterized as rural. Fewer than 34,000 people live in Alpine, Mono, and Inyo counties, an area in the eastern Sierra Nevada that covers 14,000 square miles – almost three times the size of Connecticut, which has a population of 3.6 million.

Literacy, life skills and educational attainment

Significant portions of California's population lack basic literacy skills. Recent estimates show that about 17.5 percent of adults over 16 read at or below the 5th grade level, and nearly 30 percent read below the 8th grade level. In a recent national survey, California ranked 34th among the 50 states in financial literacy. Another study revealed that only 10 percent of California's teachers incorporate the study of personal finance into their lessons. California is one of 12 states that received an "F" on the latest National Report Card on State Efforts to Improve Financial Literacy in High School. More than one in six California teens are unable to make simple, everyday choices about spending, and only one in ten can solve complex financial tasks.

A recent Pew Research Center report indicated that 52 percent of California's adults are "relatively hesitant" and less likely to use digital tools for personal learning. About one fifth lack the fundamental digital literacy skills they need to participate fully in the information economy.

A study issued by Stanford University in fall 2016 indicated that even digital natives such as teens and millennials lack the ability to evaluate information flowing through the Internet and social media channels. Over 90 percent of the subjects tested through this study often could not tell the difference between an advertisement and an article, or identify the origins of the information presented. Despite their fluency with social media, many teens and emerging adults are unaware of basic conventions for verifying digital information.

Low functional, financial and digital literacy contribute to major losses in productivity and economic potential for California, not to mention the toll on individuals and families. Low literacy contributes to poorer overall health status and higher mortality rates, and costs the state an estimated $53 billion annually in non-productivity in the workforce, crime, and loss of tax revenue due to unemployment.

Low literacy contributes to almost every socio-economic issue in the state. More than 60 percent of California's prison inmates are functionally illiterate. Low literacy is more prevalent by as much as two-thirds among African American and Latino populations than among whites. Low skills damage a sense of community and shared democracy by limiting civic participation; 50 percent of low-literate adults do not believe that "people like them" have a say in what the government does.

The latest census estimates indicate that one in five Californians over 18 has not attained a high school diploma or equivalency. High school dropouts earn on average just $25,636 annually — $10,000 less than high school graduates and over $33,000 less than a person holding a bachelor's degree. The poverty rate for dropouts is over twice as high as for college graduates, and the unemployment rate for dropouts is generally at least four percentage points higher than the national average. In the end, the lifetime earnings of high school dropouts are nearly $300,000 less than those of their peers who earn a high school diploma.

Poverty and underserved populations

About four in 10 Californians currently live in or near poverty, according to the Public Policy Institute of California. Poverty rates vary widely across California counties. Los Angeles County has the highest rate, at 25.6 percent, followed by Santa Barbara and Lake/Mendocino Counties, at 25.4 percent and 23.9 percent, respectively. Poverty rates are higher amongst

people of color and amongst the less educated. In 2014, Latinos and African Americans had poverty rates of 29 percent and 20 percent, respectively. Asian Americans have a poverty rate of 17 percent; the rate for whites is 14 percent.

The more education people have, the lower their poverty rate: Less than 9 percent of adults age 25–64 with college degrees live in poverty, compared with 38 percent of those without high school diplomas.

At 27 percent, California has the highest child poverty rate in the nation. Nearly 2 million California children live in poverty, in families without the resources to meet basic needs. It's estimated that 47.2 percent of children in the state are poor or near poor.

Statistically, the impacts of childhood poverty are enormous. Family poverty is associated with a number of adverse conditions including high mobility and homelessness, hunger and food insecurity, parents who are in jail or absent, domestic violence and drug abuse. These stressors in early childhood negatively impact learning, including linguistic, cognitive and social-emotional skills as well as "non-cognitive" skills linked to school success. Poverty also affects behavior and health, contributing to low achievement, chronic absenteeism and misbehavior.

Research shows that early learning plays a pivotal role in later academic success and mitigates some of the effects of poverty. But large numbers of the state's neediest preschool children do not have access to early childhood education programs. More than 33,000 of California's 4-year-olds from low-income families are not participating in and/or do not have access to slots in any publicly supported school readiness program. And more than four times as many 3-year-olds as 4-year-olds are unserved. California's unmet need for preschool for 3- and 4-year-olds varies by region, with the greatest unmet need concentrated in Los Angeles, San Bernardino, Riverside, Orange, and San Diego counties, but there are pockets of unmet need in virtually every county. Percentages of unserved children are higher in less populated rural counties, the highest percentages being in Sierra, Mariposa, San Benito, Placer, and Lassen counties.

When public schools closed for the summer in 2016, it meant that 85 percent of California's low-income students – about 1.7 million children — stopped being provided a lunch and the health and academic benefits that meal provides. School nutrition programs, including summer meal programs, can be an effective tool to help children reach their full academic potential. Healthy and well-nourished children are more likely to attend class, be ready to learn, stay engaged, and perform well in school. School nutrition programs also help mitigate the harmful effects of poverty on students' physical health, emotional wellbeing, and overall development.

The state has significant numbers of at-risk youth. Statewide about 700,000 teens live in poverty. California has the largest numbers of homeless, unaccompanied youth in the country, 31 percent of the national total. It's widely reported that up to 40 percent of homeless youth identify as LGBTQ. Youth typically move to the streets due to conflict with their families, disagreements with foster families, or because they have aged out of the foster care system. Fifteen percent of California's youth aged 18 to 24 are "disconnected," meaning they are not in school and not working.

California has the highest rate of homelessness in the country. Nearly one out of four homeless persons in the nation is in California, more than half of them in the Los Angeles area. Half of the unsheltered homeless in the nation are in California. Four in 10 individuals in the United States with chronic patterns of homelessness are found in California. One in four veterans experiencing homelessness lives in California.

Two-thirds of California's homeless do not have shelter. In 2016, nearly every homeless person in New York City — almost 71,000 people — was sheltered on a given day. One the same day in Los Angeles, only 25 percent — 11,073 homeless persons — were sheltered.

Mental health and disabilities

The most recent California Health Interview Survey found that nearly 9 percent of the population over 18 years of age experienced serious psychological distress in the past year, to the point where there was at least a moderate impact on their work, social, and family lives. This means nearly one in 10 California adults suffers functional impairment due to a mental disorder. The World Health Organization estimates that by the year 2020, depression — the most common mental health problem — will be the world's second leading cause of disability, trailing only ischemic heart disease.

Mental health disorders are especially prevalent amongst teens and the homeless. One in five California teens suffers functional impairment due to a mental disorder. 70 percent of youth in juvenile justice systems have at least one mental

disorder. Over 50 percent of students with a mental disorder age 14 and older drop out of high school — the highest dropout rate of any disability group. 26 percent of the homeless population faces chronic mental illness, and 35 percent have chronic substance abuse issues. About one in 20 veterans experiences serious mental illness. Of those, three out of four receives inadequate or no treatment.

The U.S. Census estimates that 10.4 percent of California's population — nearly 4 million people — lives with a disability. Of these, roughly three quarters are aged 65 and older. Amongst Native Americans 17 percent have disabilities versus 14 percent of African Americans and 9 percent of whites.

Innovation and economic development

At $2.5 trillion, California is currently the world's sixth largest economy, surpassing major countries such as France, Italy, India and Brazil. Manufacturing plays a critical role within the California economy, supporting high wage jobs, large and small businesses alike, and local economies. It's estimated that for every job created in manufacturing, 2.5 jobs are created in other sectors. In some industry sectors, such as electronic computer manufacturing, the multiplier effect is 16 to one.

Overall, California's $255 billion in manufacturing exports represents nearly 11 percent of the state's gross domestic product. Computers and electronic products constitute 29 percent of California's total manufacturing exports. Small businesses account for 96 percent of the Golden State's exporters.

California manufacturing faces competitive challenges in both global and domestic markets. Issues include securing a skilled workforce to support the changing needs of manufacturing and goods movement and sufficient incubator support for start-ups and entrepreneurs. Start-ups are important to the development of manufacturing because they tend to grow in the communities where they are founded, contributing to long-term job growth and economic prosperity. To the extent that state and local jurisdictions provide mechanisms for moving technology from the laboratory to the market and engage the entrepreneurial energy of their citizens, they play an important catalytic role in economic development.

Civic engagement and community connections

Local officials are increasingly encouraging residents to help shape the future of their communities. However even with the best of intentions to encourage broad participation, often only a small number of community members follow through.

As outlined earlier, most California communities have diverse populations and many have experienced rapid demographic changes. Residents vary by age, gender, ethnicity, immigrant status and income level. Community members may be long-time residents or new arrivals. They read and speak English with different degrees of proficiency. Individuals, as well as whole communities, may have more or less experience, confidence, or capacity to participate.

Immigrants are a critical part of California's economy. They contribute some $715 billion — about one third — of the state's gross domestic product each year, and comprise 35 percent of the state's civilian workforce. Research shows that California local governments that develop policies and practices focused on inclusion build trust and relationships, and increase the economic and civic engagement of immigrants and the broader community. These efforts lay the groundwork for cross-sector partnerships, and support workforce development and economic prosperity.

California communities are beginning to focus on the critical role that "third places" can play in strengthening a sense of community. "Third places" is a term coined by sociologist Ray Oldenburg and refers to places where humans spend time between home and work, the first and second places. These "third places" are where people exchange ideas, enjoy themselves, and build relationships. "Third places," like libraries, are important in building community especially by "leveling out" social classes and backgrounds.

Every day, the social connections of Californians become increasingly digital. For young Americans, most "third places" are now virtual – from Facebook and chat rooms to group texting. Escalating real estate prices in many California cities also make informal meeting centers harder to establish and maintain. Nevertheless, research shows that it's physical "third places," where people can easily and routinely connect with each other, that are most effective for building community.

Research also shows that engagement with local history is a powerful community builder. For most people, history starts with learning about their families and communities. Preserve its heritage and making it more easily accessible to citizens, is vital to a community's cultural, educational, and economic legacy.

Local history collections are in peril, in California and nationwide. It's estimated that more than 4.8 billion local history documents, photographs and other resources and artifacts are held in public trust by more than 30,000 archives, historical societies, libraries, museums, and other repositories in the United States. Lack of funding and preservation expertise places at least a third of these items at risk of being lost. Many smaller and geographically isolated institutions, including those in California, lack the resources, expertise, and infrastructure to preserve their local history collections, and make them more widely accessible in the digital age.

GOALS AND PROJECTS

As illustrated by our needs statement, California is a large and heterogeneous state whose residents have extensive and wide-ranging needs. In response to this diversity and complexity, the goals in this plan are broad and far-reaching. These goals also help provide libraries with the flexibility and support to effectively address local needs and make positive contributions in their communities. Partnerships and collaborations are priorities to ensure that libraries draw on the benefits of being part of such a large economy when achieving the state's goals.

Seven goals have been identified for the next five years. The goals focus on key priority areas expressed by the California library community, respond to the documented needs of California's residents, and align with the institute's focal areas. There are 26 project areas to help achieve the goals. Besides introducing new projects to better meet these seven goals, successful current projects will be continued, including a competitive grants program that helps libraries develop innovative new services reflective of community needs and aspirations.

A draft set of goals and project areas was sent to library directors. The library received 73 responses. Respondents provided constructive feedback and more than 80 percent agreed or agreed strongly with each proposed goal and project area. In response to the feedback received, the goals and project areas were finalized and prioritized in a working meeting that included the State Librarian, library development staff, and representatives from the field.

The State Library will continue communicating with the field and partnering agencies and closely review all library services act grant applications and reports. Library development staff has also received training in the Harwood Institute's Turning Outward practice, which centers on identifying community aspirations and making decisions that meet them. The State Library will use the Turning Outward practice to identify the library community's aspirations, and help libraries "turn outward" to identify and align their services with the aspirations of their communities.

All goals, project areas, and projects are guided by the following principles:

- California libraries are trusted and inclusive community spaces that advance equity, protect free speech, and provide Californians with the resources necessary to participate in a democratic society.
- Projects meet and align with community needs and aspirations.
- Project development and assessment are data-driven.
- Goals are achieved by providing access to information and resources, presenting projects, and forming collaborations and partnerships.
- The State Library will continue to provide leadership, consultation, planning, support, and expertise to the California library community as we work together to achieve our goals.
- This plan is a living document that will be regularly reviewed and adjusted to ensure projects are relevant and responsive to their communities, and contributing to the achievement of the stated goals.

Reflecting our state, many of our projects are large, complex, and multifaceted. For the purposes of this plan, each project is assigned to one primary goal area and mapped to a single IMLS intent. However, these assignments do not provide a full picture of our work, and when implemented, most of our projects will contribute to the achievement of multiple goals and will align with multiple IMLS intents.

The goals included in this plan carry equal weight and, taken together, they address needs congruent with the purposes and priorities of the LSTA as stated in 20 U.S.C. § 9121 (1-9). All projects are planned to take place over the entire five-year period; in future years, projects may change or end as part of our regular review and adjustment.

Each goal is mapped to one or more Institute of Museum and Library Services focal area and each project is mapped to one area of intent. A description of each project is included in Appendix A.

Goal 1: California libraries provide equitable access to information, services, and resources in a trusted community space.

Institute of Museum and Library Services Focal Areas:

- Information Access
- Institutional Capacity
- Human Services
- Civic Engagement

We support projects that:

a. Help libraries provide equitable services that are responsive to the cultures, languages, abilities, and other diversities in the community.
b. Engage underserved members of the community.
c. Foster civic engagement and community development and dialogue.
d. Help libraries improve use of their existing spaces and determine their future physical needs.

Current Projects and Institute of Museum and Library Services Intent:

Braille and Talking Book Library
Improve a user's ability to obtain and/or use information resources (Information Access)

California Immigrant Alliance
Improve a user's ability to participate in their community (Civic Engagement)

Maximizing Learning Spaces
Improve the library's physical and technological infrastructure (Institutional Capacity)

Veterans Connect @ the Library
Improve a user's ability to apply information that furthers their personal or family health and wellness (Human Services)

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 2: California libraries deliver essential literacy services and provide learning opportunities for their communities.

Institute of Museum and Library Services Focal Areas:

- Lifelong Learning
- Human Services

We support projects that:

a. Create stronger pre-readers and readers of all ages
b. Increase information, digital, health, and financial literacy among Californians
c. Provide life skills training for underserved populations.
d. Provide opportunities, resources, and spaces for lifelong learning for all Californians and out-of-school time learning for students.

Current Projects and Institute of Museum and Library Services Intent:

Career Online High School
Improve a user's formal education (Lifelong Learning)

Early Learning with Families
Improve a user's ability to apply information that furthers their parenting and family skills (Human Services)

Literacy Initiatives
Improve a user's general knowledge and skills (Lifelong Learning)

Student Success Initiative
Improve a user's formal education (Lifelong Learning)

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 3: California libraries inspire, support and engage in innovation, creativity, connections, and collaboration in their communities.

Institute of Museum and Library Services Focal Areas:

- Lifelong Learning
- Institutional Capacity
- Civic Engagement

We support projects that:

a. Support innovation and creativity in the arts, humanities, social sciences, and STEM.
b. Provide opportunities for youth development and family engagement.
c. Improve volunteer participation in the library and in the community.
d. Convene and promote collaboration between libraries, and between libraries and agencies in the public and private sectors, to identify future trends and strategize on best practices for new services based on those trends.

Projects and Institute of Museum and Library Services Intent:

California Center for the Book
Improve a user's ability to participate in their community (Civic Engagement)

Get Involved
Improve a user's ability to participate in their community (Civic Engagement)

Networking California Library Resources
Improve the library workforce (Institutional Capacity)

Summer @ Your Library: Explore, Learn, Read, Connect
Improve a user's general knowledge and skills (Lifelong Learning)

Voices of California
Improve a user's ability to participate in their community (Civic Engagement)

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 4: California libraries have the technology to deliver information and services in the ways their communities expect and need.

Institute of Museum and Library Services Focal Areas:

- Lifelong Learning
- Institutional Capacity

We support projects that:

a. Help libraries determine their present and future digital needs
b. Support testing and implementation of new technologies to improve services to the community
c. Provide libraries with opportunities to maximize the potential of high-speed Internet connectivity.

Current Projects and Institute of Museum and Library Services Intent:

California Library Collaborative Initiatives
Improve the library's physical and technological infrastructure (Institutional Capacity)

Virtual Reality Experience
Improve the library's physical and technological infrastructure (Institutional Capacity)

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 5: California libraries contribute to economic development and workforce innovation in their communities.

Institute of Museum and Library Services Focal Areas:

- Economic and Employment Development

We support projects that:

a. Provide Californians with workforce readiness skills, job training, job-seeking resources, and career development opportunities.
b. Develop libraries as hubs of entrepreneurship and innovation.

Current Projects and Institute of Museum and Library Services Intent:

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 6: California libraries connect Californians to their history and culture by collecting, preserving, and sharing digital access to unique collections and materials that tell the stories of our local communities and celebrate our common heritage.

Institute of Museum and Library Services Focal Areas:

- Information Access
- Civic Engagement

We support projects that:

a. Provide training and consultation on digital and physical preservation of materials
b. Centralize technical expertise and resources to protect, store, and provide digital access to California-related collections of high significance or preservation complexity.
c. Prepare local collections for aggregation into larger state and national systems.

d.   Highlight the cultural value of digital collections through curation, outreach, and the development of related curricula.

Current Projects and Institute of Museum and Library Services Intent:

California Digital Newspaper Collection
Improve a user's ability to obtain and/or use information resources (Information Access)

California Listens
Improve a user's ability to participate in their community (Civic Engagement)

California Preservation Program
Improve a user's ability to obtain and/or use information resources (Information Access)

California Revealed
Improve a user's ability to obtain and/or use information resources (Information Access)

California State Government Agency Web Archive
Improve a user's ability to discover information resources (Information Access)

California Stories: Oral History in the Digital Age
Improve a user's ability to obtain and/or use information resources (Information Access)

Harvesting California's Bounty
Improve a user's ability to discover information resources (Information Access)

Competitive Grant Program
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

Goal 7: California libraries are staffed by a skilled and diverse workforce whose members engage in continuing education and leadership development opportunities, deliver high-quality library and information services, and effect positive change in their communities.

Institute of Museum and Library Services Focal Area:

- Institutional Capacity

We support projects that:
a.   Offer accessible and innovative training opportunities that enable library staff to implement projects related to the first six goals, renew their skills and expertise, improve community needs assessment and evaluation, and build capacity for learning, change and innovation.
b.   Provide training and development for library leaders and stakeholders.
c.   Support diversity in the library workplace.
d.   Help libraries assess the needs and aspirations of their communities.
e.   Foster the development of quality principles and best practices created by the library community for the library community.

Current Projects and Institute of Museum and Library Services Intent:

California Library Metrics
Improve library operations (Institutional Capacity)

California Rural Library Initiative
Improve the library workforce (Institutional Capacity)

Establishing a Framework for Leadership Development in California Libraries
Improve the library workforce (Institutional Capacity)

Harwood Public Innovation for California's Public Libraries
Improve the library workforce (Institutional Capacity)

Infopeople
Improve the library workforce (Institutional Capacity)

Mental Health Initiative
Improve the library workforce (Institutional Capacity)

Public Library Staff Education Program
Improve the library workforce (Institutional Capacity)

Sequimos Creando Enlaces
Improve the library workforce (Institutional Capacity)

Competitive Grant Program.
Projects aligning with one or more Institute of Museum and Library Services area of intent will be supported.

COORDINATION EFFORTS

As noted above, all goals and projects align with Institute of Museum and Library Services focal areas and areas of intent.

California's libraries are an integral part of the state's education, literacy, and workforce development systems, and the California State Library will continue to work with other state agencies and offices to coordinate resources, programs, and activities as well as leverage federal and state investment in elementary and secondary education, early childhood education, workforce development and other federal programs and activities.

Examples of how the California State Library is working with other state agencies and offices include the following:

Early Learning: The library has worked with the California Department of Education, California First 5 Commission, California Head Start, California Infant Development Association, and California Child Care Resource and Referral. Partnerships have helped make it easier for local libraries to partner with these agencies at the county or city levels where impact is more direct, immediate, and sustaining. Library development staff raised awareness of library services and programs, often by giving presentations at the professional conferences for each of these state agencies. Agency resources have been distributed to libraries and agency presentations have been hosted at California's annual professional conference. Professional development opportunities for library staff have been designed to enhance cross-agency collaborations by ensuring shared understanding and language about early childhood development and family engagement. Many local level partnerships between these agencies and public libraries have taken root as a result of these efforts.

Elementary and Secondary Education, the federal ConnectED Initiative: The State Library is partnering with the California Department of Education on a Student Success Initiative to foster partnerships between libraries and schools, school districts, superintendents, and county offices of education to strengthen student learning opportunities by improving K-12 students' access to public libraries' digital and physical collections. Together the agencies are raising awareness of, gaining support for, and disseminating best practices of partnerships between libraries and schools. In addition, in support of summer learning, library development staff is working with the California Department of Education to build a system that will support expanded learning and raise the quality of summer learning programs in California.

Community Connections and Cultural Diversity: The State Library is partnering with the San Diego Public Library, San Diego County Library, San Diego State University, the Baja California Librarian Association, and Centro de Enseñanza Técnica y Superior Universidad in Mexicali on *Sequimos Creando Enlaces*, a project that convenes representatives from libraries on both sides of the California-Mexico border to foster open dialogue that promotes library development and growth within this shared region.

Civic Engagement: The State Library is partnering with the United States Citizenship and Immigration Services, and the California Governor's Immigrant Resources Portal project, on the California Immigrant Alliance. The immigrant alliance supports libraries in fostering civic engagement among immigrant populations. The alliance incorporates staff training, resources, and partnerships to create, enhance, and extend services to immigrants and their families.

Veterans Services: The State Library is partnering with the California Department of Veterans Affairs on the Veterans Connect @ the Library project, which aims to increase the number of veterans in California accessing their state and federal benefits, to reintegrate veterans into the California workforce and communities, and to connect veterans and their families to the resources and programs available at their public libraries.

Workforce Development: The State Library is beginning conversations with the California Chamber of Commerce, the Employment Development Department and job training providers as well as large and small employers to find ways libraries can better connect Californians to information, services and opportunities as well as provide spaces for collaboration and transforming ideas into prototypes.

EVALUATION PLAN

The State Library will use a combination of techniques to evaluate the success of the plan's projects and evaluate progress towards achieving the goals outlined in the plan.

- All statewide and local projects funded through the Library Services and Technology Act will be planned and implemented to generate both outcome and output data.

- Projects for the library workforce that focus on instruction, content acquisition or creation, and planning and evaluation as well as projects for the general public that focus on instruction will be planned and implemented to generate outcome data that align with Institute of Museum and Library Services outcomes statements.

- At the conclusion of each grant cycle, library development staff will review project results and impact, along with data on community needs and aspirations, to determine the effectiveness of our funded projects and the related project areas in achieving California's five-year goals. As needed, the plan will be adjusted to ensure continued progress. Adjustments may include (a) changing projects that are not getting desired results, and (b) developing projects to address new and emerging needs within the framework of the established goals.

- Library development staff will identify successful local and regional projects and, as appropriate, extend them statewide for the greater benefit of the library community.

- As required by the Institute of Museum and Library Services, the State Library will conduct a formal evaluation of this five-year plan when it sunsets. An independent contractor will be selected to conduct a thorough and concise evaluation. The final evaluation will be prepared in a written report, submitted to the institute in both paper and electronic form, posted online on the California State Library website and sent to public libraries and all stakeholders via email. Hard copies will be available to anyone upon request.

STAKEHOLDER INVOLVEMENT

As noted in the needs assessment, the library community — including directors, mid-level managers, and frontline staff, representing the needs of their libraries and their communities — provided feedback on the development of the plan through focus groups in northern and southern California, an extensive input session at the annual Public Library Director's Forum, stakeholder interviews, and surveys that were issued electronically.

We will continue to involve libraries and library users in policy decisions regarding the implementation and evaluation of the State Plan as follows:

- The California State Library will convene an annual Public Library Directors Forum and regular meetings of a working group of key stakeholders — including representatives of California's regional library cooperatives and professional library association — to provide input into the implementation and evaluation of the State Plan.

- Library development staff will continue to communicate regularly with the field in person and virtually, providing opportunities for staff in a variety of libraries to provide input. The State Library will convene community conversations with members of the library community to stay abreast of their aspirations for their community. In addition, the State Library will continue to support libraries in learning and implementing the Harwood Institute's Turning Outward practice to better identify community aspirations and using the community as the reference point for decision-making.

- The State Library will update and gather input from the California Library Services Board on the implementation and evaluation of the plan. Board members are appointed to represent California libraries, library users, and stakeholders, including special libraries, school, libraries, public libraries, public library trustees and commissioners, persons with disabilities, economically disadvantaged persons, limited- and non-English speaking persons, and the public at large.

COMMUNICATION AND PUBLIC AVAILABILITY

The five-year plan will be available to view and download from the California State Library website, in a section of the site that includes information on current and previous grant projects, grant application materials, and instructions on how to manage grants.

Social media and professional listservs will be used to raise awareness of the plan and how to access it from the website. The plan will be disseminated to the library community via listserv and hard copies will be provided upon request.

Project results, successes, and lessons learned will be communicated to the field at professional conferences, on project websites, via listservs and social media, and through the publication of reports, articles, and monographs. The State Library will also encourage members of the library community to raise awareness of their projects in the same way.

MONITORING

Library development staff will monitor all Library Services and Technology Act funded projects and maintain continuous contact with grant recipients, ensuring that projects are implemented and evaluated appropriately. California State Library staff will ensure that grant recipients submit timely and complete narrative and financial reports.

At the conclusion of each grant cycle, library development staff will review project results and impact, along with data on community needs and aspirations to monitor the effectiveness of our funded projects and the related project areas in achieving California's 2018-2022 goals. In addition, library development staff will meet monthly to discuss projects and review feedback on performance from the field.

As needed, the five-year plan will be adjusted to ensure that progress continues toward the goals. Adjustments may include (a) changing projects that are not achieving desired results, and (b) developing projects to address new and emerging needs within the framework of the established goals.

Appendix A: Project Descriptions

Braille and Talking Book Library. The Braille and Talking Book Library is a free library program of braille and audio materials circulated to eligible borrowers in California by postage-free mail. The program serves residents who cannot read standard print material in the usual manner due to visual, physical, or organic dysfunction, with the goal of ensuring that all may read regardless of age, economic circumstances, or technical expertise. The program is part of the National Library System for the Blind and Physically Handicapped.

California Center for the Book. The California Center for the Book helps California librarians get their communities reading and connecting, through the development and expansion of programs for adults that promote civic engagement, reading, conversation, and lifelong learning. Libraries are provided with tools, training, programs and a community of practice.

California Digital Newspaper Collection. The California Digital Newspaper Collection digitizes important historical California newspapers and provides free online access to them through a digital library platform. Rare and unique newspapers are also preserved on microfilm. In addition, the project provides consultation to libraries seeking to digitize their newspaper collections. The goal is to provide easy access for California citizens to this most important resource for the study of local history.

California Immigrant Alliance. The Immigrant Alliance supports libraries in fostering civic engagement among immigrant populations. The Alliance incorporates staff training, resources, and partnerships to create, enhance, and extend services to immigrants and their families.

California Library Collaborative Initiatives. The California Library Collaborative Initiatives project supports testing and implementation of new technologies in libraries by prototyping new products, identifying product enhancements, and offering libraries access to new technologies at free or reduced costs.

California Library Metrics. The California Library Metrics project provides tools, training and resources through which public libraries can gather and report comprehensive statistical data in regard to their operations, facilities, collections, programs, services, and communities so that libraries can use this data to develop services to better meet community needs.

California Listens. California Listens provides library staff and community members with training, equipment, and ongoing technical assistance to create and provide online access to digital stories based on their own California experiences. The project captures history, connects people through the sharing of experiences, and highlights the role of the arts, local history and storytelling in building communities.

California Preservation Program. The California Preservation Program helps to ensure that Californians have access to California's documentary heritage now and into the future. It provides preservation information, education, and training services to California libraries with the goal of changing organizational behavior to improve protection and management of collections.

California Revealed. California Revealed is a large-scale content creation, digitization, and digital preservation project for local history collections in public libraries and partner memory organizations providing consultation, technical assistance, digitization and digital preservation services, and a shared digital asset management system. The intent is to preserve at-risk California local history resources and make them more widely available electronically, providing researchers with greater access to content, and better access to shared history and experiences for communities.

California Rural Library Initiative. The Rural Library Initiative provides support to over 300 rural and tribal libraries. It strengthens library services in economically and geographically challenged rural communities by providing staff training and networking opportunities that facilitate sharing of program ideas, innovations, and best practices.

California State Government Agency Web Archive. This project uses a team of specialists from libraries statewide to systematically capture and archive the CA.gov web domain using the Internet Archive's Archive-It service. As most state publications are no longer distributed in print, the online versions must be preserved to maintain the historical record. The CA.gov Web Archive is publicly available, so anyone across the globe can access it.

California Stories: Oral History in the Digital Age. California Stories uses newly developed standards for video oral histories to create digital video oral histories focusing on California public and political figures that were influential during key

historical periods. The content created is designed for use in curated online exhibits to strengthen public understanding of California's political and social history. The project also fosters collaboration between institutions with significant oral history collections and related academic programs through a shared online platform and shared practices for oral history innovation.

Career Online High School. The Career Online High School project supports libraries in offering free scholarships for community members to attend the Career Online High School — an educational service that offers adults the opportunity to earn an accredited high school diploma and credentialed career certificate through public libraries.

Early Learning with Families. Early Learning with Families supports the ongoing evolution and evidence-based innovation of library services to young children ages 0-5, their families, and caregivers. The goal of family early learning is to assist libraries in becoming effective early learning centers and community partners who understand and support the formative development of children and families. Through this effort, library staff re-envision their collections and spaces, learn to offer enriching and developmentally appropriate programs for young children and their families, and discover strategies to enhance their family engagement skills.

Establishing a Framework for Leadership Development in California Libraries. The Leadership project provides high-quality leadership development training in multiple delivery formats, including workshops and experiential fellowships that cultivate key leadership competencies in library staff, and foster the development and use of quality principles and best practices.

Get Involved. The Get Involved initiative prepares California public libraries to successfully replicate and sustain promising volunteer engagement practices and encourages libraries to utilize skilled volunteers. Libraries are provided with the resources — including an online platform — to increase the number of volunteer opportunities and create new roles for skilled volunteers.

Harvesting California's Bounty. The Harvesting California's Bounty project harvests and enhances metadata to digital collections currently dispersed across a range of library, archive, and museum systems, which are not readily discoverable at statewide and national network levels. Once enhancement is complete, the metadata is used to publish the collections to Calisphere and DPLA, so they can be broadly discoverable.

Harwood Public Innovation for California's Public Libraries. The Harwood project provides training, resources, a community of practice, and program evaluation to help the California library community implement The Harwood Institute's Turning Outward practice, and thereby make more intentional judgements and choices in creating change, aligning their work with community aspirations, changing the way they and their libraries work, and have greater impact in their communities.

Infopeople. The Infopeople project provides continuing education and professional development opportunities that address the critical need for library staff to gain new knowledge and develop the analytical skills necessary to best assist the communities they serve. Infopeople also supports statewide library initiatives, develops and shares resources (such as the E-Reader Detector Module) and original web content, and facilitates communication among libraries.

Literacy Initiatives. The Literacy Initiatives project assists the libraries participating in the California Library Literacy Services program to sustain high quality literacy services to meet the needs of adult learners and their families. It ensures that more adult learners have access to free tutoring from well trained and supported volunteers to improve their reading and writing in order to secure or improve employment opportunities, enroll in higher education, and/or actively participate in their children's education and in their communities.

Maximizing Learning Spaces. The Maximizing Learning Spaces project provides opportunities for libraries to re-examine, plan, and evaluate library settings to maximize learning spaces in their facilities. Working with planning consultants, libraries can begin the first steps of planning to provide spaces that can better promote learning and access to information for their communities.

Mental Health Initiative. The Mental Health Initiative increases libraries' capacity to serve those dealing with mental health challenges, through providing staff training and library resources.

Networking California Library Resources. The Networking project improves libraries' service to their customers through providing formal and informal networks for sharing of information, ideas, and materials, including conferences, meetings, project advising, and online trainings and portals.

Public Library Staff Education Program. The Public Library Staff Education Program is a competitive tuition reimbursement program developed to assist California public and county law libraries with staff professional development. Funding for credentialed training is provided to enable library staff to acquire the knowledge and skills needed to support valuable programs and services in their communities. The program has two components: tuition support for public library and county law library staff who are attending an American Library Association-accredited master's program in library and information science; and tuition support for public library staff enrolled the American Library Association Library Support Staff Certification Program. Language ability and cultural competency are factors in selecting candidates.

Sequimos Creando Enlaces. *Sequimos Creando Enlaces* convenes representatives from libraries on both sides of the California-Mexico border to foster open dialogue that promotes library development and growth within this shared region.

Student Success Initiative. The Student Success Initiative helps libraries establish and build relationships with schools, school districts, superintendents, and county offices of education, with the aim of sharing student data, creating public library cards for students, engaging students with the public library, and increasing understanding among library and school staff of the value of working together to serve the students in their communities.

Summer @ Your Library: Explore, Learn, Read, Connect. The Summer @ Your Library project provides resources and training, evaluation tools and processes, partnerships, and a community of practice to support and increase the quality, awareness, and impact of California's public library summer reading, learning, and meal programs for all ages. Resources include quality principles and indicators to use in summer program planning, evaluation, and reflective practice, and tools to help libraries provide teens with workforce-readiness skills, design programs that foster creativity among children, and engage underserved members of the community with summer programming.

Veterans Connect @ the Library. Veterans Connect @ the Library partners with the California Department of Veterans Affairs to increase the number of veterans in California accessing their state and federal benefits, to reintegrate veterans into the California workforce and our communities, and to connect veterans and their families to the resources and programs available at their public libraries. Participating libraries receive resources, training, and support to establish veterans resource centers, staffed by trained volunteers, at their libraries.

Virtual Reality Experience. The Virtual Reality Experience Project is a partnership with Facebook/Oculus to provide libraries with equipment, training, and technical support to offer educational programs for ages 13+ using virtual reality technology. Virtual reality offers an immersive experience to provide a rich, interactive learning environment like no other, and is considered to have the potential to transform the field of education.

Voices of California. This project supports library services to multicultural communities, especially the non/limited-English speaking, by offering targeted programming and resources that help people connect and build community with others like themselves while developing an appreciation of the beauty of their culture and the cultures of others.

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