



**State Library of Oregon**  
Library Support and Development Services

State Library of Oregon

# LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA) FIVE-YEAR PLAN, 2023-2027

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## TABLE OF CONTENTS

INTRODUCTION .....	3
MISSION STATEMENT .....	3
NEEDS ASSESSMENT .....	4
Process for Identifying Needs .....	4
Identified Needs .....	4
Expected Process for Staying Up to Date on Needs .....	5
GOALS AND PROJECTS .....	6
Goal: Oregon libraries break down systemic barriers .....	6
Goal: Oregon libraries close the digital divide.....	7
Goal: Oregon libraries support students, youth, and lifelong learners.....	9
Goal: Oregon libraries build relationships to foster community.....	10
Goal: Oregon libraries have the training and resources they need.....	11
Connection of Goals to LSTA Purposes and Priorities .....	12
COORDINATION EFFORTS .....	17
Crosswalk .....	17
Coordination with Other State Agencies and Offices.....	18
EVALUATION PLAN.....	19
STAKEHOLDER INVOLVEMENT .....	19
COMMUNICATION AND PUBLIC AVAILABILITY .....	20
MONITORING .....	20



## INTRODUCTION

The [Institute of Museum and Library Services \(IMLS\)](#) is the primary source of federal support for the nation's libraries and museums. IMLS administers the [Grants to States program](#), which distributes federal funds to State Library Administrative Agencies. Funds are used to support the [purposes and priorities outlined in the Library Services and Technology Act \(LSTA\)](#).

In Oregon, the State Library Administrative Agency that administers the Grants to States program is the [State Library of Oregon](#). This 2023-2027 LSTA Five-Year Plan, developed by the Library Support & Development Services division of the State Library, addresses the state's current and anticipated library needs and presents strategies for using LSTA funds.

## MISSION STATEMENT

The State Library of Oregon cultivates, preserves, and delivers library and information services to foster lifelong learning and community engagement.

The [Library Support & Development Services division](#) of the State Library provides leadership, grants, and other assistance to improve library service for all Oregonians.



## NEEDS ASSESSMENT

### Process for Identifying Needs

The State Library contracted with the library consulting firm [Constructive Disruption](#) to evaluate the [2018-2022 LSTA Five-Year Plan](#) and to assess how the State Library could most effectively spend LSTA funds to benefit the Oregon library community. The data gathering process was multi-faceted, including a survey, town halls, focus groups, and interviews with key groups and individuals. To ensure equitable representation, the evaluators particularly focused on hearing from people in the community whose experiences and perspectives historically may be under-represented. By actively seeking wider representation, this evaluation process created room for new priorities and perspectives to emerge.

The Library Support & Development Services division then reviewed the evaluator's [Evaluation Report](#) and [Future Focus Report](#), along with other relevant sources, including a 2021 continuing education needs assessment performed by independent library consultants; the Library Support & Development Services division's 2021 Customer Satisfaction Survey Report; and the [State Library's Strategic Plan \(2020-23\)](#).

### Identified Needs

Five key needs were identified as most important to the State Library and the state's library community. These needs are consistent with the purposes of LSTA and serve as the basis for the goals outlined in this plan.

- **Equity, diversity, inclusion, and antiracism:** Members of the Oregon library community across library types, regions, and job classifications expressed the greatest need for strong and sustained action in equity, diversity, inclusion, and antiracism (EDIA). Libraries need and expect the State Library to take a leadership role by supporting projects and initiatives, providing resources and training, incorporating equity into grantmaking, and focusing on libraries and communities with the greatest need.
- **Digital equity:** Members of the Oregon library community are looking for a unified response in addressing broadband availability and access. They see this as an area where the State Library can play a leadership role, particularly in ensuring libraries are "at the table" for impactful broadband and digital equity conversations and projects. They also expressed a desire for support in helping library users utilize technology confidently and successfully.



- **Youth, schools, and lifelong learners:** Members of the Oregon library community want to see continued support for school libraries, community colleges, and other libraries facilitating youth development and education. There are opportunities for the State Library to support economic and workforce development, and to support human services through projects that include families in youth programming and outreach, serving students from underserved communities, and encouraging lifelong library use.
- **Connection and communication:** Members of the Oregon library community expect the State Library to act as a connector, bringing together libraries across geography, service population, library size, and library type, and investing in projects with impact across groups. In addition, libraries want help connecting with their communities and look to the State Library for needed support and tools.
- **Institutional capacity:** Members of the Oregon library community need support improving library operations, particularly in close pairing with standards or best practices. State Library-supported projects with statewide impact are seen as both beneficial and successful, providing resources to those who would otherwise not have access and freeing up libraries to refocus their resources.

### **Expected Process for Staying Up to Date on Needs**

Throughout the lifespan of this plan, the State Library will monitor the needs of the state's libraries and communities to ensure that goals and projects remain relevant.

Continuing conversations with the [LSTA Advisory Council](#), colleagues from stakeholder organizations, and the library community in general will inform the State Library about continuing and emerging library needs. Regular analysis of proposed and awarded subgrants will similarly inform the State Library about needs of libraries of all types as well as their community partners.

The State Library will also use customer satisfaction surveys and other relevant data sources to assess evolving needs and update projects accordingly.



## GOALS AND PROJECTS

All projects below are intended to run throughout the length of this plan. Please note that these projects are more objective-oriented than activity-oriented, representing a shift from previous plans. Projects that were included in previous plans are now listed as activities. This shift in approach will allow the State Library to be more focused on outcomes of projects, accountable internally and externally, and flexible in finding innovative approaches to meeting the five goals.

### Goal: Oregon libraries break down systemic barriers

- **Project: Access for the Underserved**
  - Objective: Facilitate access to library services for communities that are historically and currently underserved and under-resourced.
  - Outcome: Libraries provide culturally relevant services to communities that are historically and currently underserved and under-resourced.
  - Sample activities: Subgrant to support [Libros for Oregon](#), a project of the [REFORMA Oregon](#) chapter, which facilitates Spanish-language collection development in Oregon libraries - particularly in small and rural libraries.
  - Existing & potential partners: [REFORMA Oregon](#)
  - Potential subgrants: Outreach efforts to communities that are historically and currently underserved and under-resourced; projects that increase access for persons with disabilities; expanding services for speakers of languages other than English.
- **Project: Equity, Diversity, Inclusion, and Antiracism (EDIA)**
  - Objective: Help libraries learn and use equitable, diverse, inclusive, and antiracist practices.
  - Outcome: Libraries are more equitable, diverse, inclusive, and antiracist organizations.
  - Sample activities: Facilitation of regional EDIA learning cohorts; EDIA consulting services; continuing education opportunities related to EDIA.



- Existing & potential partners: [Oregon Library Association \(OLA\) EDI & Antiracism Committee](#); [State of Oregon Cultural Change Office](#); other state agencies doing EDIA work.
- Potential subgrants: Training in EDIA principles and practices; hiring consultants to assist with EDIA efforts.
- **Project: Tribal Support**
  - Objective: Work with tribal nations in Oregon to support access to library, technology, and information services.
  - Outcome: Tribal nations have access to State Library resources to help them achieve their goals related to library, technology, and information services.
  - Sample activities: Outreach to aligned departments in tribal governments; dedicated grant programs for tribal nations; tribal newspaper and publication digitization.
  - Existing & potential partners: Oregon's federally recognized tribes; other tribes in Oregon; [Legislative Commission on Indian Services](#).
  - Potential subgrants: Projects identified by tribal nations that support access to library, technology, and information services.

## **Goal: Oregon libraries close the digital divide**

- **Project: Connectivity and Technology**
  - Objective: Support projects that increase broadband, connectivity, and technology access through libraries.
  - Outcome: Libraries better meet community needs with high-speed Internet and Internet-enabled technology.
  - Sample activities: Administration of the Connecting Oregon's Libraries Fund, created by [HB 4092](#), which will provide matching funds for federal broadband monies received by libraries; participation in statewide efforts around broadband and digital equity.
  - Existing & potential partners: [Oregon Broadband Office](#); [Oregon Broadband Advisory Council \(OBAC\)](#); [Link Oregon](#); [Schools, Health, & Libraries Broadband Coalition \(SHLB\)](#).



- Potential subgrants: Device and hotspot lending; increasing Wi-Fi access in library facilities.
- **Project: Digital Equity**
  - Objective: Encourage libraries' digital inclusion and skills training efforts in their communities.
  - Outcome: Libraries have tools and partnerships to improve digital inclusion in their communities.
  - Sample activities: Community college and public library access to the digital literacy assessment tool [Northstar Digital Literacy](#); annual cohorts that participate in [Edge](#), a management tool that guides libraries in setting measurable, strategic goals for digital inclusion; small subgrants that fund rural public library collaborations with local [WorkSource Oregon](#) offices to support job seekers and those seeking digital skills training.
  - Existing & potential partners: [WorkSource Oregon](#); [Oregon Department of Veterans' Affairs](#); [local Workforce Development Boards](#); [Vocational Rehabilitation](#); [Adult Basic Skills programs](#).
  - Potential subgrants: Digital navigator programs; digital skills training programs; telehealth projects; e-learning projects.
- **Project: Heritage Collections**
  - Objective: Enhance equitable access to digital heritage collections.
  - Outcome: Heritage collections in libraries and partner institutions are accessible and findable.
  - Sample activities: [Northwest Digital Heritage](#), a collaborative project that helps Oregon-based libraries, museums, and cultural heritage organizations build and share their local digital collections; small subgrants to libraries and other cultural heritage organizations for newspaper digitization, through a partnership with the [University of Oregon Libraries' Oregon Digital Newspaper Program](#); a repository of digital heritage materials from small institutions.
  - Existing & potential partners: [Washington State Library](#); [Oregon Heritage](#); [University of Oregon](#); [Oregon Historical Society](#); tribal nations.
  - Potential subgrants: Digitization projects; metadata harvesting projects.



## **Goal: Oregon libraries support students, youth, and lifelong learners**

- **Project: Information Literacy and Education**

- Objective: Collaborate with libraries to advance information literacy and education.
- Outcome: Libraries support the information literacy and educational needs of students and citizens.
- Sample activities: [Oregon School Library and Information System \(OSLIS\)](#), a collaborative project that provides information literacy resources and tools to students and educators; school library consulting services.
- Existing & potential partners: [Oregon Association of School Libraries \(OASL\)](#); [Association of College & Research Libraries \(ACRL\)-Oregon](#); [Open Oregon Educational Resources](#); [Information Literacy Advisory Group of Oregon \(ILAGO\)](#).
- Potential subgrants: Open Educational Resources (OER) projects; updating information literacy curriculum standards; school or academic library collection grants; student support projects.

- **Project: Youth Services**

- Objective: Cultivate impactful library services for youth from birth through young adulthood.
- Outcome: Libraries provide programming that supports learning and wellbeing for youth of all ages.
- Sample activities: Youth services consulting services; administration of the state-funded [Ready to Read Grant Program](#), which establishes, develops, and improves early literacy and summer reading programs for youth from birth to 14 years old; [Summer Reading Program](#) support.
- Existing & potential partners: [OLA Children's Services Division \(CSD\)](#); [OLA Oregon Young Adult Network \(OYAN\)](#); [Oregon Department of Education \(ODE\) Early Learning Division](#); [OregonASK](#).
- Potential subgrants: Outreach to youth and families; projects supporting early childhood literacy; teen programming and internships.



- **Project: Lifelong Library Users**

- Objective: Support library programs and services that encourage lifelong learning and library use.
- Outcome: Libraries create lifelong learners and library users.
- Sample activities: Subgrant to support [Oregon Battle of the Books \(OBOB\)](#), a statewide, voluntary reading-promotion program in which teams of students in 3rd-12th grades compete against each other to demonstrate knowledge and understanding of a common set of age-appropriate, high-quality books.
- Existing & potential partners: [OLA Oregon Association of School Libraries \(OASL\)](#).
- Potential subgrants: Makerspaces; libraries of things; adult programming series.

## **Goal: Oregon libraries build relationships to foster community**

- **Project: Data and Stories**

- Objective: Empower libraries to better understand and connect with their communities through data and stories.
- Outcome: Libraries connect and communicate with their communities through data and stories.
- Sample activities: [Annual Public Library Survey](#), which gathers self-reported data from over 140 public library entities in Oregon for use by local, state, and national groups for planning and education; data analysis tools and training that assist Oregon library staff in making data-driven decisions.
- Existing & potential partners: [Oregon Open Data](#).
- Potential subgrants: Subsidies for data analysis tools and training.

- **Project: Library Consulting**

- Objective: Guide and advise libraries on matters of concern to them.
- Outcome: Libraries receive support and referrals on issues affecting service to their communities.
- Sample activities: Consulting services for library staff.



- Existing & potential partners: [Oregon Library Association](#); [Oregon Department of Education](#).
- Potential subgrants: N/A
- **Project: Library Partnerships**
  - Objective: Encourage partnership, learning, and shared impact across Oregon libraries.
  - Outcome: Libraries collaborate and form partnerships to widen their impact.
  - Sample activities: [Answerland](#), Oregon's 24/7 statewide online reference service; subgrant to support the [Sage](#) Courier, which enables materials to be transported throughout 15 counties of rural Oregon, covering an area bigger than 30 US states.
  - Existing & potential partners: Answerland partner libraries; [Sage Library System](#).
  - Potential subgrants: Projects to combine library catalogs/systems; joint library efforts to tackle local, regional, or state issues; museum/library partnerships.

## **Goal: Oregon libraries have the training and resources they need**

- **Project: Continuing Education**
  - Objective: Improve the knowledge and skills of library workers across Oregon through relevant and responsive continuing education.
  - Outcome: Library workers have the knowledge and skills they need to effectively serve their communities.
  - Sample activities: [Continuing Education program](#) for library staff to build institutional capacity and improve the library workforce.
  - Existing & potential partners: [Oregon Library Association](#); [OLA Staff Training Round Table](#).
  - Potential subgrants: Regional continuing education events; increasing accessibility to existing library training opportunities.



- **Project: Core Resources**

- Objective: Equip libraries with a core set of resources needed for basic library service.
- Outcome: Libraries have access to statewide core content and tools so they can better direct their resources toward specific community needs.
- Sample activities: [Statewide Database Licensing Program \(SDLP\)](#), a statewide program that enables Oregonians to access quality research material and learning resources regardless of location; subgrant to support the [Oregon Digital Library Consortium \(ODLC\)](#), a group of 116 libraries from across the state providing digital books to their patrons.
- Existing & potential partners: [Oregon Library Association](#).
- Potential subgrants: N/A

- **Project: Standards and Practices**

- Objective: Connect libraries with current standards and practices.
- Outcome: Libraries use current standards and practices to elevate their services.
- Sample activities: [Library Laws of Oregon](#), a selective compilation of the laws, rules, and legal issues directly affecting libraries in the state; Minimum Conditions for Public Libraries administration, in accordance with [HB 2243](#); assisting the Public Library Division of OLA with the ongoing maintenance of the [Oregon Public Library Standards](#).
- Existing & potential partners: [Oregon Department of Justice](#); [OLA Public Library Division](#).
- Potential subgrants: Efforts to update library standards.

## **Connection of Goals to LSTA Purposes and Priorities**

The following table demonstrates how the State Library's goals align with the [purposes and priorities outlined in the Library Services and Technology Act \(LSTA\)](#).



<b>Goals and Projects</b>	<b>LSTA Purposes and Priorities</b>
<p>Goal: Oregon libraries break down systemic barriers</p> <ul style="list-style-type: none"> <li>• Project: Access for the Underserved</li> <li>• Project: Equity, Diversity, Inclusion, and Antiracism (EDIA)</li> <li>• Project: Tribal Support</li> </ul>	<p>Purpose of LSTA (20 U.S.C. § 9121)</p> <ol style="list-style-type: none"> <li>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;</li> <li>6. Enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers;</li> </ol> <p>Grants to States (20 U.S.C. § 9141)</p> <ol style="list-style-type: none"> <li>3. (A) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;</li> <li>4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;</li> <li>5. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;</li> <li>6. Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;</li> </ol>
<p>Goal: Oregon libraries close the digital divide</p> <ul style="list-style-type: none"> <li>• Project: Connectivity and Technology</li> </ul>	<p>Purpose of LSTA (20 U.S.C. § 9121)</p> <ol style="list-style-type: none"> <li>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;</li> <li>7. Enable libraries to serve as anchor institutions to support community revitalization through enhancing</li> </ol>



<ul style="list-style-type: none"> <li>• Project: Digital Equity</li> <li>• Project: Heritage Collections</li> </ul>	<p>and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;</p> <ol style="list-style-type: none"> <li>9. Ensure the preservation of knowledge and library collections in all formats and enable libraries to serve their communities during disasters;</li> <li>10. Enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation;</li> <li>12. Encourage, support, and disseminate model programs of library and museum collaboration.</li> </ol> <p>Grants to States (20 U.S.C. § 9141)</p> <ol style="list-style-type: none"> <li>1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;</li> <li>2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;</li> <li>4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;</li> </ol>
<p>Goal: Oregon libraries support students, youth, and lifelong learners</p> <ul style="list-style-type: none"> <li>• Project: Information Literacy and Education</li> </ul>	<p>Purpose of LSTA (20 U.S.C. § 9121)</p> <ol style="list-style-type: none"> <li>1. Enhance coordination among Federal programs that relate to library, education, and information services;</li> <li>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;</li> <li>5. Promote literacy, education, and lifelong learning, including by building learning partnerships with school libraries in our Nation's schools, including tribal</li> </ol>



<ul style="list-style-type: none"> <li>• Project: Youth Services</li> <li>• Project: Lifelong Library Users</li> </ul>	<p>schools, and developing resources, capabilities, and programs in support of State, tribal, and local efforts to offer a well-rounded educational experience to all students;</p> <p>7. Enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;</p> <p>Grants to States (20 U.S.C. § 9141)</p> <p>1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;</p> <p>4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;</p> <p>6. Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;</p>
<p>Goal: Oregon libraries build relationships to foster community</p> <ul style="list-style-type: none"> <li>• Project: Data and Stories</li> <li>• Project: Library Consulting</li> </ul>	<p>Purpose of LSTA (20 U.S.C. § 9121)</p> <p>4. Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;</p> <p>11. Promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks; and</p>



<ul style="list-style-type: none"> <li>• Project: Library Partnerships</li> </ul>	<p>12. Encourage, support, and disseminate model programs of library and museum collaboration.</p> <p>Grants to States (20 U.S.C. § 9141)</p> <p>2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;</p> <p>4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;</p>
<p>Goal: Oregon libraries have the training and resources they need</p> <ul style="list-style-type: none"> <li>• Project: Continuing Education</li> <li>• Project: Core Resources</li> <li>• Project: Standards and Practices</li> </ul>	<p>Purpose of LSTA (20 U.S.C. § 9121)</p> <p>2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;</p> <p>3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;</p> <p>8. Enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;</p> <p>Grants to States (20 U.S.C. § 9141)</p> <p>2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;</p> <p>3. (A) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;</p> <p>7. Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks;</p>



## COORDINATION EFFORTS

### Crosswalk

This crosswalk maps the State Library's projects with [IMLS' Measuring Success focal areas](#).

State Goal	IMLS Focal Area(s)	Associated Project	IMLS Intent
<b>Oregon libraries break down systemic barriers.</b>	Information Access, Institutional Capacity	Access for Underserved	Improve users' ability to obtain and/or use information resources
		Equity, Diversity, Inclusion, and Antiracism (EDIA)	Improve the library workforce
		Tribal Support	Improve library operations
<b>Oregon libraries close the digital divide.</b>	Information Access, Institutional Capacity	Connectivity and Technology	Improve library's physical and technology infrastructure
		Digital Equity	Improve users' ability to obtain and/or use information resources
		Heritage Collections	Improve users' ability to obtain and/or use information resources
<b>Oregon libraries support students, youth, and lifelong learners.</b>	Lifelong Learning, Human Services	Information Literacy and Education	Improve users' formal education
		Youth Services	Improve users' ability to apply information that furthers their parenting and family skills
		Lifelong Library Users	Improve users' general knowledge and skills
<b>Oregon libraries build relationships to foster community.</b>	Institutional Capacity	Data and Stories	Improve library operations
		Library Consulting	Improve the library workforce
		Library Partnerships	Improve library operations
<b>Oregon libraries have the training and resources they need.</b>	Information Access, Institutional Capacity	Continuing Education	Improve the library workforce
		Core Resources	Improve user's ability to obtain and/or use information resources
		Standards and Practices	Improve library operations



## Coordination with Other State Agencies and Offices

The State Library will coordinate efforts through existing and potential partnerships with:

- [Adult Basic Skills programs](#)
- [Legislative Commission on Indian Services](#)
- [Link Oregon](#)
- [Local Workforce Development Boards](#)
- [Open Oregon Educational Resources](#)
- [OregonASK](#)
- [Oregon Broadband Advisory Council](#)
- [Oregon Broadband Office](#)
- [Oregon Department of Education](#) and its [Early Learning Division](#)
- [Oregon Department of Justice](#)
- [Oregon Department of Veterans' Affairs](#)
- [Oregon Heritage](#)
- [Oregon Historical Society](#)
- [Oregon Library Association](#) and its subunits
- [Oregon Open Data](#)
- [Sage Library System](#)
- [Schools, Health, & Libraries Broadband Coalition](#)
- [State of Oregon Cultural Change Office](#)
- Tribal nations in Oregon
- [University of Oregon](#)
- [Vocational Rehabilitation](#)
- [Washington State Library](#)
- [WorkSource Oregon](#)

In accordance with this plan and State Library strategic plans, new programs and partnerships may be developed to effectively achieve all goals.

Subgrantees will be encouraged to obtain input from local and statewide partners in preparing proposals and implementing programs in their communities.



## EVALUATION PLAN

The following will be used to evaluate the success of projects established in this plan:

- Projects will include an evaluation plan that uses data to assess project impact.
- Projects that include components of public and library staff instruction, content creation or acquisition, and planning and evaluation will be reviewed using outcomes-based assessment questions built into the program's reporting system, the [State Program Report](#).
- The Library Support & Development Services division will review the overall effectiveness and impact of LSTA-funded programs in addressing stated goals and outcomes at the conclusion of every grant cycle. Results-based management will be used in developing yearly plans that address current and emerging needs.
- The Library Support & Development Services division will annually survey libraries in the state about their satisfaction with State Library services.
- The evaluation of the full plan will be conducted by an independent evaluator and will encompass retrospective assessments, process assessments, and prospective analysis or other areas as identified by IMLS.

## STAKEHOLDER INVOLVEMENT

The following will be used to involve libraries throughout the state in policy decisions regarding the development, implementation, and evaluation of this plan:

- The [LSTA Advisory Council](#) will serve as the advisory body to the [State Library Board](#) regarding the LSTA program. The Council is made up of 13 members elected by the Board to represent public, academic, special, and school libraries, as well as library users, and underserved or under-represented persons.
- State Library staff will solicit ongoing input from Oregon library staff through consultations and evaluations to determine the needs of Oregon's libraries.
- The State Library will collaborate with the [Oregon Library Association](#) to provide training and programs, support the development of libraries, and proactively address issues facing the library community.



## COMMUNICATION AND PUBLIC AVAILABILITY

Upon approval, this plan will be made available on the [State Library's website](#), where it will be posted for the entire five-year period. The public may provide comments at any time by [contacting the Library Support & Development Services Program Manager](#). State Library staff will broadcast the plan's availability on Oregon library electronic mailing lists and the State Library's newsletter.

Throughout the duration of the plan, State Library staff will use marketing materials, electronic communications, social media, related documents and information, and formal and informal presentations to communicate LSTA products, processes, and benefits to the library community, stakeholders, and the public.

## MONITORING

State Library staff will continuously track implementation of this plan, and submit reports as required to IMLS, the [LSTA Advisory Council](#), the [State Library Board](#), and others.

Library Support & Development Services staff, in consultation with the [LSTA Advisory Council](#), will monitor the need for amending this plan based on the library environment, changes in funding, and any concerns that may affect plan implementation.