The Institutional Library Services (ILS) program of the Washington State Library (WSL), in collaboration with the Washington State Department of Corrections (WADOC), seeks a two-year $149,668 IMLS National Leadership Planning Grant to pilot a national effort to develop strategies and tools to address disparities in the service standards and capacities of general services libraries located in U.S. state and territorial prisons. Additionally, the State Prison Libraries Performance Initiative project will begin a long overdue dialog among prison library professionals about prison librarianship and bring the discussion and a plan of action to the broader professional library community.

Project Justification

In alignment with Goal 5 and Objective 5.1, this project will bring stakeholders together to identify and discuss performance standards, policies, best practices and outcomes of prison library services**,** develop tools and strategies for improving and providing these services, and create an online workspace for these collaborative activities. Selection of this goal and objective supports the desired outcome of the project, which is to bring prison library professionals together to collaborate and develop systems to support and enhance their efforts to provide high-quality general library services to their patrons. The target group, prison library professionals, is defined as individuals providing library services directly to prison library patrons. The project will address general services libraries located in state and territorial prisons.[1] It will not address library services in jails, detention centers, or federal prisons, nor does it consider law libraries in prison settings. However, the project products will be scalable, modular, adaptable to other carceral settings, and available through a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 license.

U.S. State Prison Libraries

The number of individuals incarcerated in U.S. state prisons is significant. The U.S. Bureau of Justice reported at the end of 2020 that the total population of state prisons was approximately 1,073,365 (Carson 2022, 7, 40).[2] This is a substantial potential patron base for state prison libraries as a whole. At their best, prison libraries benefit incarcerated populations in many of the same ways public libraries are beneficial to their communities. Prison libraries offer reading and educational materials, information resources, programming, and the opportunity to engage as a community. A 2019 report on prison libraries for the UNESCO Institute for Lifelong Learning (IFLA) stresses that prison libraries provide a low stress environment, where an "adherence to the principle of normalcy" prevails and conversation and connection take place in a neutral setting (Krolak and Peschers, 42). The report also emphasizes the importance of "literacy opportunities" and the educational support prison libraries provide to a population with a "disproportionate number of persons coming from discriminated and marginalized groups" (Krolak and Peschers, 11).

Data collected by ILS indicates that the capacities of libraries in U.S. state prisons vary greatly[3]. Some prison libraries provide services on par with public libraries in several service categories, but many of the states surveyed fall short of minimum standards defined by library and correctional associations. Prison libraries in some states do not allocate funds for materials and provide only donated books. Some prison libraries are operated by incarcerated individuals with minimal or no guidance from library professionals. Reference services and programming activities are not commonly found, and some states report they have no formal library services in some or any of their facilities. ILS located published library service policies, directives and practices on department of correction (DOC) websites for 21 states. A comparison of these policies to ILS survey data indicates that written policy is not always followed (Institutional Library Services, unpublished data, May 2021). Suzanna Conrad reports similar findings in her book *Prison Librarianship Policy and Practice* and points out that, instead of focusing on library services, many published policies focus on "the paramount nature of security" (2017, 33). Although robust prison library programs exist in some states, ILS data collection activities and literature review indicate that, more often than not, prison libraries are underfunded, understaffed, over scrutinized, and receive negligible support from or representation in professional library associations.

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[1] Territories are not referenced going forward, but it should be understood they are included whenever "state" is used.

[2] Prisons and jails form one integrated system in 6 states (Alaska, Connecticut, Delaware, Hawaii, Rhode Island and Vermont) slightly inflating this number. This number also includes incarceration numbers for all carceral facilities in U.S. territories.

[3] ILS gathered operations and service model information for 35 out of 50 states and 5 territories.

Directory of State Prison Libraries

The Directory of State Prison Libraries (DSPL) is an online directory of state prison library professionals, created by Maryland Correctional Education Libraries in 1991, and the stated purpose of the original directory was "to [improve] communication between the often isolated librarians working in state correctional libraries and to serve as a resource and networking aid" (Maryland, 1991, i). ILS assumed responsibility for maintaining the directory in 2012, and performed an extensive content update and migrated the directory to a new platform in 2021. A typical entry for a state includes contact information for the DOC, the administrator of the library program, and all adult correctional facilities and the name, location, and contact information for all library professionals providing services in facilities. The directory also includes information about the agencies responsible for providing prison library services. For most states the DOC has sole responsibility for general services libraries in their facilities. The DSPL team was able to compile complete data about prison library professionals for 25 states. Currently, there are 368 library professionals in 25 states working in 472 facilities. It is difficult to estimate the number of prison library professionals working in state prisons in the U.S. as a whole with incomplete data. This difficulty is compounded because the staff to prison ratio in the DSPL dataset varies widely from state to state.

The DSPL project team noted that in some states, additional state agencies work with their DOCs to provide library services, as is the case in Washington State. The team decided to expand the statement regarding agency responsibility to include a short description of how each state provides prison library services if the information was available. As the team gathered information from state statutes, published state DOC policies, and contacts with prison library professionals the disparity in levels of service between states and among individual facilities within states became evident. ILS was already aware of the siloed nature of prison librarianship through personal experience and institutional knowledge, and this isolation is acknowledged in the statement of purpose of the original DSPL as well. This isolation on a professional, administrative, and personal level was a common theme in discussions with prison library professionals. At this point a plan was formulated to seek out an IMLS National Leadership grant to address the disparities of service in state prison libraries, provide a means for reducing the isolation inherent to prison librarianship contributing to the marginalization of the needs of prison library patrons, and draw attention to prison librarianship in the broader library community.

Service and Operations Models

ILS assessed its own library operations and services model and considers it to be a useful baseline for the project. Washington State provides prison library services through a contractual partnership between WADOC and WSL.[4] This agreement locates branches of the state library inside major prison facilities and provides remote services to minor facilities. WSL believes this is a unique operational model for state prison libraries; to our knowledge no other state library has library branches inside DOC facilities. DOCs in other states may partner with their state libraries to supplement services, but ILS survey data indicates that these partnerships are not common and are limited in nature when they do exist. (Institutional Library Services, unpublished data, May 2021).[5] The assessment of the ILS model helped to define and organize a prison library model into two components: the *operational model* and the *service model*. The operational model, is defined as *how* a state provides prison library services, and includes information about state statues, agency directives and agreements, and other documented procedures meant to mandate, instruct, or inform the delivery of prison library services. For Washington State this consists of the contractual agreement between the agencies, WADOC policies pertaining to general library services, and ILS operational policies. The service model is *what* a prison library provides to its patrons and includes materials and a means to circulate them, access to information, and programs and projects tailored to meet the needs of patrons. The ILS service model is comprised of its collections, access to interlibrary loan services, in-person and in-writing reference services, programming, reentry reference and assistance, educational support, a public library card program, and clearly stated patron and library policies. The ongoing development and improvement of the ILS model is guided and informed by WADOC safety and security standards, and the internal policies, procedures, and best practices ILS has developed over its 50-year history.

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[4] Refer to Supportingdoc2 for the graphical ILS Operations and Service model
[5] Out of 35 survey respondents, 10 states report some level of collaboration with a state library and/or a state department of education in the form of interlibrary loans or reference services.

WADOC and Surveys

ILS had some success collecting information pertaining to operations models from state departments of correction, additional state agency websites, and through direct contact. Information about service models was more difficult to gather and exceptionally time consuming. Because of safety and security concerns, state departments of correction were understandably resistant to sharing information with ILS. These challenges were dramatically reduced after WADOC shared its access to services provided through its membership to the Correctional Leaders Association (CLA) including the ability to survey other state DOCs. Access to CLA survey services significantly improved the quantity and quality of data collected for the project. ILS and WADOC submitted two surveys through the CLA in 2021. The survey data confirmed the initial findings; standards and capacities of general service prison libraries differ significantly from state to state, and even among facilities within the same state department of corrections system.

Literature Review

In preparation for this proposal, ILS reviewed literature about prison librarianship, prison library standards, and examined recent efforts by professional organizations to address issues outlined in this project. Although very little research has been done to measure the impact of prison library services on patrons, either while incarcerated or after release, a fair amount of literature has been written about prison libraries and librarianship. Principal topics include policy and practice in prison libraries, the role of prison libraries, access to information, education services, the public library model in prison libraries, bibliotherapy, and memoirs of prison librarians. The literature review emphasized one aspect of prison librarianship ILS was already cognizant of – the tension between the mission of a library and the mission of a prison.

The research activities underscored how this project had the potential to be part of an important focus on prison librarianship and prison library standards and contribute to the larger effort to address mass incarceration, racial disparities in the criminal justice system, reentry reform, and combating recidivism. Library associations are giving long needed attention to prison library standards. A major Mellon Foundation grant to expand library services to incarcerated populations through public library partnerships was awarded earlier this year, and several recently published books have surveyed and assessed the state of library services to the incarcerated.

Prison Library Standards

The American Library Association (ALA) has not updated their published Standards for Adult Correctional Institutions for thirty years and it is also out of print. The prison library standards published on ALA's Association of Specialized Government and Cooperative Library Agencies (ASGCLA) webpage are minimal set of guidelines addressing minimums for staffing and collection materials (Association, 2020). ASGCLA was dissolved as a division of ALA in 2020, and the interest group Library Services to the Incarcerated and Detained was rebranded as Library Services to the Justice Involved (LSJI) and moved to ALAs Office of Diversity, Literacy and Outreach Services (ODLOS). Despite the current low profile of prison library services on their website, ALA recently announced an effort to update their published prison library standards. IFLA is also working on updating its published set of international standards for prison libraries, *Guidelines for Library Services to Prisoners*, which was last updated in 2005. Laura Sherbo, Program Director for ILS, is a member of the writing team for that effort. The American Correctional Association (ACA) recently published an updated edition of its *Performance-Based Standards and Expected Practices for Adult Correctional Institutions* which includes standards for general library services.

The State Prison Libraries Performance Initiative project does not include an effort to set out a published set of prison library standards. The intention is to identify existing standards to inform a discussion about their application and feasibility and then operationalize them through modularized and scalable services.

Public Library Model

Library services were initially intended to assist with reforming patrons through religious and moral literature (Krolak and Peschers 2019, 13). The punitive nature of incarceration has long informed prison librarianship, and is reflected in some of the literature as recently as the early 1990's, when incarceration rates in the U.S. rose sharply (Cullen 2018). This approach has been thoroughly challenged in recent prison library scholarship (Conrad 2017, 20). Using prison libraries as a tool of rehabilitation is a common theme, but the public library model dominates prison library literature. This perspective holds that prison library operations and services should be designed to meet the informational, educational,

and recreational needs of patrons as a public library does. Many in the field advocate for partnerships to provide library services between public libraries and carceral facilities. In their critical theoretical perspective on library services to the incarcerated, Jeanie Austin points out that redefining "public" in public libraries to include incarcerated populations in their geographic service areas, regardless of the type of facility, would do much to improve prison library services in the U.S. (Library Services 2022, 41). The conflict inherent in using a public library model inside a prison facility is a factor to consider. Lisa Finlay, in her examination of the role of prison libraries, asserts that the public library model contradicts the mission of a prison, an institution that by design "limits the freedom, privacy and autonomy of individuals" (2018, 122).

Collaboration and Partnership

Public, academic, school, and special libraries work collectively through national organizations to engage, collaborate, and maintain high standards of service, but prison library stakeholders have not matched these collaborative efforts. ILS believes this has had a direct impact on the low level of support and visibility prison libraries receive from state and national library associations. ILS asserts that the lack of political will, underfunding, and the policy and practice requirements necessitated by a carceral setting have marginalized this segment of library services resulting in inadequate and inequitable services to an already marginalized set of patrons. Despite the history of scholarship in this area and past efforts by librarians working in the field, very little real support for this branch of librarianship exists in the field of library and information science in general (Austin 2022, 15).

Partnerships between public libraries and carceral facilities in their geographical areas make sense and public libraries in particular have the capacity to provide excellent services for individuals reentering their communities, but state libraries should play a major role in designing a solution for the lack of quality library services in state prisons. State libraries have the expertise, invest in library development, and should have a vested interest in all libraries located in their states. They are uniquely positioned to begin a conversation with state agencies and state-to-state through professional organizations. Chief Officers of State and Library Agencies (COSLA) is an access point to state libraries. COSLA's stated purpose

> "is to provide leadership on issues of common concern and national interest; to further state library agency relationships with federal government and national organizations; and to initiate cooperative action for the improvement of library services to the people of the United States" (COSLA, n.d.).

This project includes a plan of outreach to COSLA as an organization, and to members individually, to invite participation in a discussion about prison library services and promote the benefits of partnerships between agencies.

Identifying a means to measure the impacts of prison library services and include the viewpoint of prison library patrons, the ultimate beneficiaries of the project is critical. ILS completed its project to document its own library standards and is currently working on a performance standards and outcomes measurement program based on the Public Library Association's (PLA) Project Outcome. PLA moved away from a prescriptive set of standards for public libraries and adopted a program of outcomes-based performance measurement assessments. The project will reach out to PLA to ask for assistance with designing patron surveys to fit the prison library model. PLA encourages libraries

> "to use their data to support and promote future action—from allocating resources more efficiently; to advocating new resources more effectively; to providing support for future library funding, branch activity reports, and strategic planning" (Public Library Association n.d.).

Summary

This project will build on existing practice through further evaluation of prison library standards and current practices and seek consensus building partners from professional library organizations. ILS has consulted with and has received support from Jeanie Austin, the lead for the recently awarded Mellon Grant to research library services to the incarcerated and will continue to coordinate efforts to collect and share data with them.[6] The expertise ILS demonstrated in creating and implementing prison library operational and service models will inform the content for the online workspace. ILS intends

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[6] Please refer to Supportingdoc1 for the ILS Performance and Outcomes Logic Model

this planning grant to be the first step in a broader effort to positively impact the wellbeing of incarcerated library patrons through quality library services.

Just as public, academic and special libraries strive to provide patrons with high quality services to enhance their well-being, this project is intended to better serve the needs of prison library patrons. State prison library professionals are an access point to incarcerated populations and well-positioned to gather input from patrons about the impact library services and respond appropriately. A grassroots effort to standardize and improve state prison library services across all U.S. states and territories is within our purview.

Project Work Plan

Through its recent update of the DSPL ILS updated contact information for prison library professionals in 25 states, policies and directives for 20 states, DOC facility information for 50 states and 5 territories, and documented service and operations models for 35 U.S. states and territories. A review of this data indicates that the quality of services and the capacity to provide them varies significantly from state to state and between facilities within the same state DOC system. An IMLS National Leadership grant would provide the resources to address five crucial needs including

- communication and collaboration between library professionals working in prison settings;
- information about the quality and availability of library services in state prisons;
- information about current policies, best practices, and performance standards used in prison libraries;
- information about the impact and outcomes of prison library services on their patrons; and
- increased support from the broader professional library community for prison librarianship.

These needs will be addressed during the project period by the following grant activities.

Grant Activities – All content and tools developed through grant activities will be covered by a Creative Commons Attribution NonCommercial ShareAlike license except contacts and patron survey data.[7]

Creating Tools

- Design and launch an online platform for prison library professionals to communicate, share, and evaluate information about prison library operations and services. This will be accomplished by building a Springshare LibGuide to serve as the workspace and repository for information sharing and collaborative activities. Springshare LibGuides are the standard content management tool for libraries and are used to create websites as well as reference tools. Content and tools on the LibGuide will include informational tutorials, explainer videos, discussion boards, ILS services modules, an access point for scheduled webinars, participant surveys, and survey data reports.
- Build an Access database and a contact relationship management tool using LibConnect. The Access database will provide a repository for contact information and will be used to populate LibConnect and the DSPL. LibConnect will be used to track and manage outreach efforts and relationships between institutions and individuals for the project.
- Create a toolkit for prison library performance standards and patron outcomes measurement modeled on the Public Library Association's Project Outcome. The toolkit will consist of surveys to gather feedback from prison library patrons on all aspects of prison library services as well as instructional tutorials and explainer videos.

Collecting Data

- Utilize a multi-phase survey of participants at the beginning and conclusion of the outreach phase of the project to measure initial perceptions and attitudes to note changes in those perceptions and attitudes as a result of their interactions and experiences with project content.
- Continue efforts to document current operational and service models for general services libraries in state prisons and compile contact information for prison library professionals for the DSPL through survey activities and further collaboration with Mellon grant team.[8] The team will design new surveys to collect data from state DOCs through the

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[7] Detailed in Digital Products document
[8] Data needed: prison library professional data for 25 states and 5 territories; operations and service models for 15 states and 5 territories; and policies and/or directives for 30 states and 5 territories.

Correctional Leaders Association to fill gaps identified in previous datasets.[9]

- ILS will utilize the performance standards and patron outcome toolkit designed for the project to survey Washington State prison library patrons to better identify their needs and collect information about the outcomes of their engagement with library services.

Creating Content

- Create webinar, tutorial, and explainer video content on topics related to prison libraries and librarianship to engage with and inform users. Webinars will be designed to invite discussion and collaboration on best practices, policies, performance standards, outcome measures, operational and service models for state prison libraries, and inequities in prison library services in state prisons. Tutorials and explainer videos will be designed to inform users about the ILS and WADOC operations and service model, disparities in prison library services identified through survey activities, and additional topics related to prison libraries and librarianship. Participants will be invited to contribute webinar and tutorial content about their state's prison library program with assistance from the ILS project team if needed.
- Create curriculum to instruct prison library stakeholders how to adapt ILS service model components to their prison libraries. With the assistance of the ILS team, the curriculum developer will create service module tutorials pertaining to programming, reentry resources, reading groups, collection development, clerk training, reference services, and interlibrary loans. Tutorials will also include policy and best practice considerations, development and implementation recommendations. Service modules will be designed to be scalable and consist of instructions, explainer videos, printed materials, and opportunities for online individual consultation. They will be available on the LibGuide and users will be invited to explore, offer feedback and ask for further guidance.

Collaborating

- Survey participants using Springshare's LibWizard platform. LibWizard will be used through the LibGuide to survey individuals who engage with content to gather external input, build consensus, and validate and/or reassess assertions. These surveys differ from CLA surveys which are designed for institutional responses. As participants engage with content on the LibGuide, the project team will request feedback about content using LibWizard surveys. LibWizard also provides tools to build self-paced and interactive tutorials to inform users about prison libraries, prison librarianship, inequities in prison library services, and additional topics to be developed during the project.
- Share data and survey results with participants to aid in discussions about prison library services, prison librarianship and to aid in raising awareness of, and addressing the disparities in prison library services.

Outreach

- Engage in outreach efforts to national library associations including PLA to request assistance in designing performance standards and patron outcomes measurement surveys to fit the prison library model and inform the design of the project's performance standards and patrons outcomes toolkit; COSLA to raise awareness about the inequities in the level of services found in state prison libraries, and ask for input and assistance with outreach efforts to state librarians across the U.S.; ALA to raise awareness about the inequities in the level of services offered in state prison libraries and the professional isolation experienced by prison library professionals.
- ILS and WADOC will reach out to prison library professionals and their DOC counterparts in U.S. states to invite them to visit and engage with the online workspace, and ask for feedback and participation in survey activities.
- WADOC will engage in outreach efforts to state departments of correction to assist in data collection efforts; build relationships on the institutional side to support efforts by ILS to engage with prison library professionals; and increase awareness of the inequities in prison library services in state prisons and promote project activities and tools.

Resources

Resources necessary to complete the project will include the continued support from the WSL and WADOC team to design and execute the plan. Contractors and contract services will be needed to provide administrative support; design the online workspace and train project staff; build a basic Access database; and supply video production, video editing,

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[9] Original surveys were designed before the operational and service models were fully defined. Some features of the model were not included and some crossover between operations and service models occurred. Gaps in information due to incomplete or missing responses to the original surveys.

and graphic design support. The project will need a curriculum developer to develop tutorials, service modules and the performance standards and outcomes measurement toolkit. Software subscriptions for the Springshare products, video production and editing, and project management software will be required. Equipment required for the administrative assistant includes a computer, monitor, and printer/scanner.

Project Team

Departments of correction and state libraries are stakeholder organizations with diverse and sometimes opposing objectives, but these distinct perspectives along with the specific skills and expertise each bring to the project are critical to its success. The project team includes:

Washington State Library

- Sara Jones – Washington State Librarian will conduct the program of outreach with COSLA, professional library associations and state libraries and provide guidance and support for all grant project activities.
- Laura Sherbo – Institutional Library Services Program Manager will have overarching responsibility for the project and WSL team, and will oversee interviewing and hiring contractors and administrative staff and liaison with WADOC project partners and assist with outreach to COSLA, library associations and state libraries.
- Laura Richardson – Institutional Library Services Branch Librarian will serve as project manager and oversee planning, communication, project activities and progress, assign work to administrative assistant and contractors, and design and manage program of outreach to prison library professionals, state libraries, departments of correction and professional associations.
- Russell Roe – Institutional Library Services Branch Librarian will assist with planning, project activities, assist with designing and implementing the program of outreach to prison library professionals, and serve as the technology and digital products coordinator.
- The team will have access to additional WSL staff with expertise in grant management, fiscal policy, curriculum development, and software teaching platforms.

Washington State Department of Corrections

- Lisa Flynn – Department of Corrections – Correctional Programs Administrator will co-manage grant activities with the DOC Grants Administrator by acting as the liaison between WSL and the Correctional Leaders Association and conduct the program of outreach identified through grant activities to state departments of correction.
- Julie Dames Ryan – Department of Corrections Budget Office – Grants Administrator will advise the WSL team on aspects of grant management, co-manage grant activities with the Correctional Programs Administrator by acting as the liaison between WSL and the Correctional Leaders Association, and conduct the program of outreach identified through grant activities to state departments of correction.

Contract Staff

- Springshare consultant/trainer – WSL team will contract with Springshare to provide a consultant to design and build the content management (LibGuides) and communications platforms (LibConnect and LibWizard) in consultation with the WSL team, and provide training sessions for each platform.
- Administrative assistant – Under the direction of the WSL team the administrative assistant will perform data entry and data management tasks, assist in updating the content management and communications platforms, perform outreach tasks as assigned, prepare status reports, and provide general administrative support for the project.
- Curriculum designer – The curriculum developer will evaluate content pertaining to prison library policies, operations and service standards, best practices, and performance standards and outcomes measurement to assist in designing informational tutorials for the content management system.

Project Design

Utilizing provided resources the project team will carry out tasks falling under three phases of the project period including (1) planning and system development (2) data collection and assessment (3) outreach and partnership development.

Planning and System Development: August 2022 - March 2023

During this period the project team will negotiate and contract with Springshare for systems design and training consultants and a subscription for the content management and communications platforms. An administrative assistant with a background in data management and customer service will be interviewed and hired. Under the guidance of the project team, the Springshare contractor will build the content management (LibGuide), customer relationship (LibConnect), and survey (LibWizard) platforms. In consultation with the Springshare contractor, the team will determine the training needs of the administrative assistant and any further training needs of the project team, and provide training on the design of the platforms, their maintenance and uses. A contractor with expertise in Access database development will be hired, and under the guidance of the project team, create the access database that will provide the primary repository for contact information and populate it with all existing DSPL data. After the Access database has been tested and any necessary data scrubbing is completed, the new LibConnect system will then be populated with the data. A curriculum developer contractor will be hired to work with the ILS team to develop informational and instructional content for the LibGuide, the performance standards and outcomes measurement toolkit and project assessment surveys. Sources for explainer video software and development services and video production will be researched and selected.

Data Collection and Assessment: January 2023 – October 2023

The team will redesign surveys initially used to collect prison library service and operational model data and develop surveys to gauge participant perceptions and attitudes regarding aspects of prison libraries and librarianship. Communications channels and narratives will be revisited and expanded, and edited if necessary. WADOC will submit the new surveys to CLA for distribution. The team will compile, evaluate, and report on survey responses. WADOC will make direct contact with state DOCs to fill in any remaining gaps in the data regarding prison library operations and service models. The team will analyze and report on data collected through additional communication channels and populate the customer relationship platform with new contact and prison library operations and services data. The survey results and analysis will be posted on the LibGuide. The project team will design programs of outreach to PLA, COSLA, ALA and, CLA with narratives with an overview and goals of the project as they relate to each organization. The schedule for professional association outreach will also be developed. The team will continue to produce informational and instructional content for the LibGuide during this period. as well and begin to develop a schedule for online collaborative activities and events. The team will apply the same privacy practices used for the DSPL to contacts data collected for the project. Contact information will not be posted or shared in any way unless it is already publically available or permission has been given to share contact information. Patron surveys, associated with the performance standards and outcomes measurement, will not include requests for personal identifiable information. Surveys will be collected, response data will be collated, and surveys will be destroyed following standard ILS practices.

Outreach Plan and Partnership Development: September 2023 – July 2024

The final phase of the project will primarily consist of outreach and collaboration activities. The intended outcome is to bring library professionals and stakeholders together through the Springshare platforms, developed and populated during the two prior phases, to examine and discuss identified disparities in service. The project team will develop and schedule online collaborative activities and webinar events at the beginning of this period. Utilizing the marketing features of LibConnect the team will invite individuals from the compiled contacts list to engage in a discussion of prison library standards, policies, best practices, and outcomes through discussion boards and webinars. Tutorials and explainer videos will be promoted through communications channels. ILS will share information about its own prison library operations and service models and the tools developed for the project. Follow up surveys will be administered and analyzed to determine the impact of the project on participants. ILS and WADOC will work to identify potential candidates and partners for further collaboration through these activities, and will engage planning activities addressing the scope and outcomes of these projects. The grant team will publish a report on the findings of the grant activities on the project LibGuide at the end of this period. At no time will data collected from library patrons through ILS performance standards and outcomes measurement surveys, or any other means, be shared outside of ILS without a formal IRB review by Washington State Institutional Review Board.

Management Plan

The project team will regularly evaluate the progress of the project during monthly project meetings using the schedule of completion as a guide. Using project management software, the team will track completed tasks, and the progress of ongoing tasks and their dependencies, adjust the schedule as needed, and assess if tasks have been completed adequately. The team will also review the budget at each monthly meeting, including monitoring current and upcoming expenditures to ensure budget limits are maintained. Meeting notes will be retained to document project progress and activities and report on the budget. COVID Contingency Plan - All work activities described in the project plan can be performed remotely including hiring, training, and supervision of contract workers. Project activities take place online and project information is disseminated to participants through the online platform, by email or over the phone.

Diversity Plan

This project embraces diverse communities on two levels of interaction. On the collaborative level, data from ILS surveys of state prison library professionals indicate that state prison libraries throughout the U.S. differ greatly in terms of budget, capacity, practices, goals, and professional education. Creating an online workspace will bring library professionals from disparate starting points together in a shared digital space which will allow them to discuss individual practices, seek guidance, offer solutions to problems, and create shared standards of prison librarianship. One of the key benefits of this collaboration will be the opportunity to bridge the gap between the mission of libraries and the mission of prisons by partnering to establish mutually beneficial practices.

On a service level this project will ultimately benefit the adult patrons of U.S state prison libraries, an underserved, vulnerable, and racially and socioeconomically disproportionate population. The diverse experiences and circumstances of the participants in the digital collaboration component of the project promises to strengthen the practices and provide a higher level of service to patrons. The performance standards and outcomes measurement component of the plan will provides an avenue through survey activities to ensure patrons become an integral driving force in reshaping library services for the better.

Project Results

Measuring Success

The goals of the project are to develop strategies and tools to address disparities in the service standards and capacities of general services libraries located in U.S. state and territorial prisons, begin a dialog among prison library professionals about prison librarianship, and bring the discussion and a plan of action to the broader professional library community. Because this project relies on the perspectives and contributions of the target group, some of the evaluation criteria and indicators of success will come from collaboration with that group. With guidance from the curriculum designer the team will develop a multi-phase project performance survey to measure the impact of grant activities on participants, administered at the beginning and end of participant engagement. Responses will be used to develop the final evaluation of the project and the team will include specific metrics to measure the success of project activities whenever possible.

Through project activities the team intends to begin a dialog and carry out activities that will

- reduce the isolation experienced by prison library professionals by providing a workspace to interact and engage on topics related to improving prison libraries and bringing a discussion of prison librarianship to a broader audience;
- increase the potential for states to create, expand, or improve state prison library programs through dialog and workspace activities;
- improve awareness and support for prison librarianship in professional associations by engaging with professional associations and inviting them to partner in activities to improve prison library services;
- include prison library patron input in the discussion through standards and outcomes measurement surveys of prison library performance;[10]

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[10] Refer to Supportingdoc3 for the ILS Performance and Outcomes model

- increase awareness of the state-to-state inequities in library services provided to incarcerated populations through outreach to all stakeholders including professional organizations, departments of correction, state libraries and other relevant stakeholders from all U.S. states and territories; and
- initiate a discussion of a formal plan to address the inequities in and standardization of prison library services.

The project team has also set out the following measurable goals relating to data collection and outreach efforts:

- Obtain responses from 50 state and 5 territorial departments of correction detailing their prison library programs.
- Contact via email all COSLA members through Sara Jones, Washington State Librarian, to familiarize them with the project and invite them to interact with content on the LibGuide, including follow-up contact through email or phone calls to all respondents.
- Update the DSPL with any new contact and prison library model information gathered through grant activities.
- Administer and compile response data for performance standards and outcomes measurement surveys to ILS patrons for the following topics: Adult learning, programming, reentry, reading and literacy activities, and reference services.

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State Prison Libraries Performance Initiative - Schedule of Completion
Year 1 - August 2022 through July 2023

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Planning & System Development												
Finalize WSL/DOC Project Team and project work plan	■											
Bimonthly project team meeting	■		■		■		■		■		■	
Interview/hire/train administrative assistant	■	■										
DOC application for Exempt Determination from WA State Institutional Review Board	■											
Contract with Springshare, determine training needs, develop work plan		■										
Springshare user training		■	■									
LibGuides, LibConnect and LibWizard build			■	■	■	■						
Interview/hire Access database developer contractor					■							
Develop Access database					■	■						
Interview/hire curriculum developer contractor						■						
Develop curriculum content, ILS modules, performance standards & outcomes measurement toolkit, multi-phase assessments, and forms						■	■	■	■	■	■	■
Interview/hire graphic design and explainer video contractors							■					
Develop graphics and explainer videos							■	■	■			
Add graphic design and explainer video assets to digital materials and curriculum									■	■		
Upload content to LibGuide and test functionality										■	■	■
Add multi-phase engagement surveys to LibGuide												■
Data Collection, Assessment & Reporting												
Review current datasets, identify gaps, check for errors					■							
Create a work plan to address gaps in information						■						
Create DSPL contacts spreadsheet, upload to Access, review & scrub data						■	■					
Populate LibConnect with current contacts dataset							■					
Design first round of CLA surveys							■					
Survey distribution through DOC/CLA								■				
DOC collects survey data and shares with WSL								■	■			
Analyze and use survey data to inform development LibGuide content									■	■	■	
Prepare participant contacts list from collected data for email marketing											■	■
Outreach & Partnership Development												
Develop schedule for participant email marketing campaign											■	
Develop webinar content and schedule for Oct & Dec											■	■
Outreach to state libraries, state DOCs, and professional associations											■	■

State Prison Libraries Performance Initiative - Schedule of Completion

Year 2 - August 2023 to September 2024

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Planning & System Development												
Bimonthly project team meeting	▮		▮		▮		▮		▮		▮	▮
Update webinar content based on survey data	▮	▮										
Post webinars on LibGuide			▮		▮		▮		▮			
Update LibGuide and webinar content based on 2nd round surveys					▮							
Develop webinar content for Feb & Apr				▮	▮	▮						
Data Collection, Assessment & Reporting												
2nd round review of datasets, identify gaps, design surveys	▮											
2nd round survey distribution through DOC/CLA		▮										
2nd round DOC survey collection and share with WSL		▮	▮									
Compile reports on initial multi-phase survey		▮										
WADOC outreach to state DOCs to fill remaining gaps in contacts and operations and service model data				▮	▮	▮	▮	▮	▮	▮	▮	
Analyze CLA survey data to inform further development of LibGuide content and report gaps in data to DOC			▮									
Develop performance standards & outcomes measurement patron surveys	▮	▮	▮									
Administer performance standards and outcomes measurement surveys to ILS patrons				▮	▮	▮	▮	▮	▮			
Compile reports on ILS patron survey data										▮		
Compile reports on final multi-phase survey										▮		
Final project reporting tasks - multi-phase surveys, CLA surveys, outreach performance, final analysis and reports, post to LibGuide											▮	▮
Outreach & Partnership Development												
Participant marketing campaign; invite contacts to engage with LibGuide, promote use of multi-phase surveys	▮	▮	▮	▮	▮	▮	▮	▮	▮	▮		
Email contacts upcoming webinar information		▮				▮		▮				
Request feedback from participants to inform content for Feb & Apr webinars					▮							
Collaborate with and create service modules for participants				▮	▮	▮	▮	▮	▮	▮		
Promote performance standards and outcomes measures toolkit		▮		▮			▮					
Identify potential partners for future grant activities, perform needs assessment, create narratives									▮	▮	▮	
Promote second phase of multi-phase surveys								▮	▮	▮		

Digital Products Plan

The ILS grant project will create multiple tiers of digital products with varying accessibility based on the privacy, security, and target audience relevant to each tier. All freely available digital products will be licensed using the Creative Commons Attribution-Noncommercial-Share-Alike 4.0 license allowing for reuse with attribution for noncommercial use only. Limits on access to digital products of the project will pertain to contacts information and access to the software used to manage contacts. Contacts data collected to date has been retrieved from publically available sources in almost all cases. ILS provides, in writing, the intended purpose for the contact information gathered from non-public sources and notification that the information will be publically available on the DSPL. At no time will data collected from library patrons through ILS performance standards and outcomes measurement surveys, or any other means, be shared outside of ILS without a review by the Washington State Institutional Review Board.

The digital products of the project fall under three categories; platforms used to manage data and content including the Springshare platforms (LibGuide, LibConnect, and LibWizard) and the Access database; data sets collected through grant activities; and educational and informational content developed for the project. Project participants will be given access to the LibGuide which provides access to all additional grant products except as defined below, and users will need to create a login to access project materials. The team elected to require logins to increase response rates to the multi-phase surveys developed for the project. The products are designed for prison library professionals and stakeholders but any online user will have the ability to navigate to the guide and request further access to content. At the conclusion of the project, and if no further grant project are pursued, access to the guide content will no longer require a login.

Software Platforms

LibGuide

- The LibGuide will be the content management and information sharing platform for the project, and will house all project content and information and project documentation. The LibGuide will provide a digital workspace from which the project's digital products will be accessible to users including the curriculum, webinars and webinar recordings, and surveys and survey data. The guide will also provide profile pages and contacts for all relevant stakeholders to foster communication and collaboration including state departments of correction and state libraries and professional library association groups including ALA, PLA, COSLA, and CLA.
- LibGuide content will be published using the "Community" setting for the share guide content option. This will allow any LibGuide user to copy the guide and reuse it under the CC licensing for the project.
- At the end of the period of performance the project LibGuide will be migrated to the Washington State Library Springshare account and will be maintained by ILS for a period of five years after the project ends (10/1/2024 – 9/31/2029). At the end of that period ILS will reassess to determine the feasibility of maintaining the standalone project LibGuide. If it is determined that ILS cannot fully maintain the project LibGuide the content will be migrated to the ILS Staff guide and maintained in a reduced way, but still accessible to any user.

LibConnect

- LibConnect is the customer relationship and engagement platform the project team will use to manage the outreach portion of the project and to build a relationship model of participants. LibConnect will be used for email marketing and tracking contacts between the team and participants and state library, DOC, and professional association stakeholders. The team will send marketing email to contacts inviting them to engage with the project LibGuide, and notify them of upcoming webinar events. The project email address used in the BCC field of email, will allow the project team to track and manage communications. Each contact will have a profile and their relationship to other contacts or institutions in uniquely designed data fields will be identified providing efficient and targeted communication. The DSPL provides an overview of each state prison library and a list of contacts, but LibConnect builds a relationship model for each library and state and could be used to build an interest group or panel of experts.
- LibConnect access will be limited to the grant team only.
- At the end of the period of performance LibConnect content will be migrated to the Washington State Library Springshare account and will be maintained by ILS for a period of five years after the project ends (10/1/2024 –

9/31/2029). If it is ILS will continue to utilize LibConnect to manage customer relationship and engagement contacts for the DSPL.

LibWizard

- Springshare's LibWizard will be used to create the multi-phase surveys for participating state prison libraries, and additional surveys to identify potential state library and DOC stakeholder partners for future grant projects. Surveys will be used to identify and gauge interest in prison library service topics, measure outcomes of the project, and identify topics of discussion for future collaboration. Survey data and related reports will be stored on the project LibGuide and be available to all participants. Surveys will be retained on the project LibGuide to allow participants to adapt and use them as desired with the assistance of the grant team. LibWizard forms will be used to create a simple way for participants to request additional information, instructions, or materials from the project team. LibWizard tutorial functions will be used to present content developed by the project team and the curriculum developer.
- LibWizard surveys will be available to participants for use or adaptation during the project and as long as ILS maintains the project on its own staff LibGuide.

Access Database

- The Access database will be the underlying data repository for LibConnect and the DSPL. All current and future contacts data will be uploaded to the database, and queried and scrubbed to insure accuracy and consistency.
- Use of the Access database will be limited to the project team only.
- The Access database will be maintained by ILS as long as ILS maintains the project on its own staff LibGuide.

Data Sets

- Reports of participant multi-phase survey responses will be freely available on the LibGuide as soon as they are compiled and as long as ILS maintains the project on its own staff LibGuide. Datasets will be available on request.
- Contacts information and interactions with state prison library professionals and administrative staff, state library staff, library professional associations and departments of correction is for project staff use only. If subsets of this information are available from another online source, or permission is given, the data will be available on the DSPL.
- Reports of CLA survey data will be freely available on the LibGuide as soon as they are compiled and as long as ILS maintains the project on its own staff LibGuide. CLA datasets will be available on request.

Educational and Informational Content

- Educational/Informational content including curriculum, tutorials, explainer videos, webinar access and recordings, and PDF copies of project products. These materials and content will be available to anyone requesting access and will be covered by the Creative Commons copyright described above.
- Curriculum developed for the project will include informational tutorials and knowledge checks, ILS services modules, and associated PDF files. Content will be created by a professional curriculum developer in collaboration with the project team.
  - Informational tutorial topics include: disparities in current prison library services and standards in state prison libraries, performance standards and patron outcomes measurement, programs of outreach and partnership development with state agencies and professional library associations.
  - Explainer videos will include overviews of prison libraries and their importance to patrons well-being and of ILS prison library service and operations models and modules, and shorter versions of the videos for email marketing.
  - ILS service module tutorials and materials to help participants to adapt and/or scale the ILS operational model or use for inspiration for improving services. ILS service modules address policy, best practice and implementation recommendations for the following topics: circulation, interlibrary loan services, collection development, clerk training, public library card programs, reentry reference materials, book groups, and educational support.
- Webinar recordings will be available for participants to review or for those not able to attend in person.
- All products will be available during the period of performance and as long as ILS maintains the project on its own staff LibGuide.

Organizational Profile

Institutional Library Services (ILS) has been providing general library services in Washington State institutions for over 50 years. ILS is one of four organizational units of the Washington State Library along with the Central Library, Library Development, and the Washington Talking Book and Braille Library (WTBBL). Plans for ILS were approved in the 1961-1963 state legislative biennium and funding was approved in the subsequent biennium. The agreement to provide library services in state facilities was contracted with the WA Department of Institutions, now the Department of Health and Human Services (DSHS), and coordination of services was split into three areas adult correction facilities, juvenile facilities, and mental health facilities.

The ILS Program grew throughout the 1960s and 70s. Over those years, administrative arrangements, staffing organization, and contracting arrangements changed. At its zenith in the 1980s, ILS maintained 75 library service locations in a variety of state institutions throughout Washington, including adult corrections, juvenile corrections, corrections camps, mental health facilities, and more. The Washington State Department of Corrections was created in 1981 and all adult corrections facilities were transferred to its control, thereby creating a second state department with which ILS would contract services. Funding changed over the years, and by 1991 ILS was managing 31 library service locations. Funding slipped again in the late 2000s and branch staffing was reduced to one full time employee for each branch. By 2005, ILS locations were only in adult corrections facilities and state hospitals.

 "*With spirit and fortitude, ILS branch staff enhances the quality of life for unique populations by providing a welcoming, neutral and secure place where informational, educational, and recreational needs are met.*"

Institutional Library Services (ILS) staff meeting minutes show the above mission statement was introduced in 2004 at the quarterly ILS staff meeting and finalized in 2005. During the June 2004 ILS staff meeting an assignment was given to ILS staff to each draft a potential mission statement. These drafts were submitted in the following weeks and three months later, at the September 2004 ILS staff meeting, it was determined that the mission statement should promote ILS' purpose, values, and business. As a result of this declaration, the three mission statement drafts with the most votes were again collected and sent to each ILS staff member to review and condense into a single statement. Condensed drafts were voted on at the December 2004 ILS staff meeting and the above statement was ratified on January 19, 2005.

For over ten years, ILS has managed branches in the two Washington State hospitals, and nine branches inside Washington State prisons across the state.[1] Statistics from December 2021 show the average incarcerated population of state correctional facilities as 12,546 individuals. (Washington, 2021) 71.8% of these individuals will be incarcerated for 5 or more years, making them potential long-term library patrons who will benefit the most from improvements to the quality of prison librarianship and library services. Furthermore, people of color make up 44.5%[2] of the total prison population, and, when compared to the 2020 census, are shown to be incarcerated at disproportionate rates:

- Black—17.8% of the incarcerated population and 12.4% of the state population
- Hispanic—16.4% of the incarcerated population and 18.7% of the state population
- Native & Alaskan Native—4.9% of the incarcerated population and 1.1% of the state population (United States, 2021)

When combined with Washington State's incarcerated population who are women, the uncounted LGBTQ and transgender incarcerated populations, and populations of the two state mental facilities, it becomes clear that the overall patron base for ILS has a disproportionate share of historically underserved, marginalized, and vulnerable populations.

Washington State Department of Corrections Fact Card. December 21, 2021.
    https://www.doc.wa.gov/docs/publications/reports/100-RE004.pdf

United State Census Bureau. October 8, 2021. Washington 2020 Census. https://www.census.gov/library/stories/state-by-state/washington-population-change-between-census-decade.html#:~:text=Population%20(up%207.4%25%20to%20331.4,or%20More%20Races%2010.2%25)

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[1] This grant project will not address general library services in state prisons.
[2] Percentage includes Asian individuals who are incarcerated at a lower rate than the general population of Asians in Washington.