DC Public Library

District of Columbia Library Services and Technology Act (LSTA) Five-Year Plan for 2023 - 2027

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Introduction

The District of Columbia Public Library (DCPL) is a vital institution in the nation's capital, acting as both the public library system and the State Library Administrative Agency (SLAA), although the District has yet to achieve statehood. The library system is responsible for many programs and services to support this diverse and vibrant city, providing books and materials for lifelong learning as well as innovative spaces and services to advance the interests and needs of all residents.

Like all libraries over the past few years, DCPL has continuously adapted its approach to providing core library services while reimagining services and resources to meet the needs of the community during a global pandemic. Looking ahead to the next five years, the library continues to engage with staff, residents, and libraries across the country to determine what a post-pandemic library will be. In the short term, the District and the library will focus on recovery, bringing people together in physical and virtual spaces, and providing the services and resources needed to help all residents recover.

In addition to leveraging the significant District government investment in the library system, DCPL as the SLAA is charged with managing federal funds via the Library Services and Technology Act (LSTA) Grants to States program. This plan, developed in accordance with IMLS guidelines, will serve as a roadmap to the next five years of DCPL's work in furthering LSTA's purposes and priorities to support the District of Columbia's recovery goals.

Mission Statement

The District of Columbia Public Library (DCPL) supports children, teens, and adults with services and materials that promote reading, success in school, lifelong learning and personal growth. DCPL is a dynamic source of information, programs, books and other library materials and services that improve the quality of life for District residents of all ages that, when combined with expert staff, helps build a thriving city. The Library provides environments that invite reading, community conversation, creative inspiration and exploration, lectures, films, computer access and use, workforce and economic development, storytimes for children and much more. DC Public Library includes a central library and 25 neighborhood libraries and also provides services in non-traditional settings outside of the library buildings. DC Public Library seeks to be a cornerstone of community progress by activating dreams with knowledge, access, and hope.

In addition to serving as the public library system for the District, DCPL is responsible for carrying out library services as a state-level entity under several different legislative directives. DCPL manages the DC Talking Book and Braille program, which is part of the National Library Service for the Blind and Print Disabled, providing braille and audio materials to eligible District residents who cannot read standard print. DCPL is also the State Library Administrative Agency (SLAA) under the provisions of the Library Services and Technology Act (LSTA) and the Grants to States program. The Library Services and Technology Act is a component of the Museum and Library Services Act of 2010. As the SLAA, DCPL is charged with meeting the purposes and priorities of the legislation and Grants to States program.

The overall purposes of the LSTA legislation are:

1. to enhance coordination among Federal programs that relate to library and information services;

2. to promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
3. to facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
4. to encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
5. to promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
6. to enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;
7. to ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;
8. to enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
9. to promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.

In addition, the Act specifies the following priorities for the Grants to States program:

1. expanding services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
2. establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (A) providing training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) enhancing efforts to recruit future professionals to the field of library and information services;
4. developing public and private partnerships with other agencies and community-based organizations;
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;
7. developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. carrying out other activities consistent with the purposes set forth in section 9121, as described in the SLAA's plan.

The Library's mission and goals are highly compatible with the purposes and priorities of the LSTA program.

Needs Assessment

DC Public Library utilized the following data sources for the needs assessment of the 2023-2027 Five-Year Plan:

- Demographic data (2020 Decennial Census)
- Evaluation of the 2018-2022 Five-Year Plan (Quality Metrics, 2022)
- Customer Research (LSTA-funded project, 2021)
- Focus groups with key DCPL stakeholders
- Library metrics

Demographics

The District of Columbia is demographically unique among Grants to States allotment recipients, being neither a State nor a Territory and encompassing a densely settled and highly diverse population in terms of race, ethnicity, age, education, and income.

D.C. is smaller in size than all US states but far more densely populated, and in fact has a larger population than two states (Vermont and Wyoming). This creates unique challenges and opportunities for the DC Public Library as the state library. The 2020 census reported a population of 689,545 residents in the District of Columbia, a 14.6% increase since the 2010 census and twice the rate of growth shown by the nation overall. Compared to many of the Grants to States recipients, however, D.C.'s population is quite modest. Grants to States allotments are made based on a population-driven formula, making D.C.'s one of the smallest, falling into a similar range as such states as Wyoming, Vermont, and Alaska. The make-up of the District could not be more different from those states, however, as the District is far more densely populated with 11,280 residents per square mile compared to Wyoming's 5.9 or even Vermont's 69.8.

In addition to being a high density city, D.C.'s population is also heavily weighted toward adults 18+ years of age, with over 82% of residents falling into this range, compared with 77.9% nationally. The median age of the District is 34.1, slightly under the national median of 38.2. The under-5 population comprises 6.4% of the total, slightly above the national average of 6%, and residents 65 and over is 12.2%, significantly under the national average of 16%. These numbers show the District's heavy weight toward working-age adults, and are similar to the population breakdown in the 2010 census.

The median household income in the District is $90,842, well above the national median of $64,994. As a counterpoint, D.C. also has a higher poverty rate than the national as a whole, with 15.5% District residents living below the poverty line compared to 12.8% nationally. Further, although D.C. boasts a high percentage of residents with a bachelors or graduate degree (59.8% compared to the national average of 32.9%) and an employment rate of 65.2%, residents without a high school diploma are more likely to live below the poverty line (34.7%). As the public library, DCPL has and will continue to provide services designed to support residents from both ends of the economic and educational spectrum.

The District is racially and ethnically diverse. Historically a majority-black city, the racial composition has changed dramatically over the past few decades. In the most recent census the city saw a decrease in the black population by 6.3%, while the white population grew by 18%, the Asian population by 59.3% and the Latinx population by 41.8%. More than 17% of

households speak a language other than English at home, with the largest group speaking Spanish (9.1%). In 2004, D.C. passed the Language Access Act, establishing a Language Access rights and compliance program as part of the D.C. Office of Human Rights to eliminate language-based discrimination. Under the Act, covered entities like DCPL are required to provide equivalent information and services to residents regardless of what language they speak, including translation and interpretation services for limited or non-English proficient customers. As the racial and ethnic populations in the District continue to shift, it is essential that the Library continue to serve the needs of these groups.

District Priorities

In her FY2023 budget, Mayor Muriel Bowser specifically called out priorities around recovery, including several that overlap with library initiatives and priorities. A few of the Mayor's goals include: building a safer, stronger, healthier and more equitable D.C.; significant investments in violence prevention among at-risk youth and expanded out-of-school-time programming; and investment in eradicating homelessness. The city also remains committed to supporting ongoing library priorities, and the Mayor's budget includes full funding for all remaining DCPL building modernizations and funding to preserve and maintain existing library buildings.

Library Landscape

The DC Public Library system is made up of 25 neighborhood library locations and one central library in the heart of downtown D.C., as well as a library embedded in the D.C. Jail. Nearly all of the library buildings have been significantly renovated or rebuilt over the past 15 years, and the city has pledged ongoing support to maintain and continue to modernize the library's physical campus. The city also continues to robustly support library programs and initiatives. As an example, the Peer Navigator program, funded via LSTA for several years, is moving to the local budget in FY23 in recognition of the vital services provided to the public by the Peers in supporting library customers experiencing homelessness.

Prior to the pandemic, the library was widely utilized by District residents for books, programs, classes, meeting rooms, and as a general third space. Changing comfort levels among the public of being in public spaces combined with reductions in open hours of service during the pandemic led to reduced programming, visits, and the number of active user accounts. Circulation, however, increased, from 4.86M items circulated in FY19 to 4.95M in FY21. Many services and programs transitioned to the virtual sphere, including online tutoring and resume support via platforms such as Brainfuse, online reference services with DCPL staff, and virtual story time and other programs. Digital circulation increased dramatically, and not just in D.C. - the online e-book platform Libby saw a 33% increase in use in 2020 when compared to 2019. DCPL's libraries reopened to the public with limited programs and services during FY22, with the demand for online offerings continuing.

As the state library for the District, DCPL houses a number of departments at the central Martin Luther King Jr. Memorial Library that provide specialty services for the city. These include the Center for Accessibility/the State Library for the Blind and Print Disabled, the Adult Learning Department, the Labs, and the People's Archive.

Local History Collections
Previously known as the Black History Collection and Washingtoniana, DCPL's local history department has been rebranded in the modernized Martin Luther King Jr. Memorial Library as

the People's Archive. The department works to collect, preserve, digitize and make accessible the rich history of the District. Collections are accessible and on display for reference and via the interactive permanent exhibit, *Up from the People: Protest and Change in D.C.* The exhibit helps build an explicit connection between the naming of the central library and the local legacy of Dr. King, honoring his message and connection to local activism. This permanent exhibit serves as a portal to the Library's resources, especially The People's Archive, and a laboratory for engagement with Washington, D.C.'s past, present, and future. It features two main galleries:

- *A Revolution of Values* provides a fresh look at the issues that moved local activists and Martin Luther King Jr. to take action for justice.
- *D.C. Represented* highlights local politics and history through displays on D.C. Mayor-For-Life Marion Barry, D.C. home rule, and the cultural impact of go-go and punk music.

Adult Learning
The DC Public Library offers adult literacy and digital inclusion services through the Adult Learning Department (ALD). The ALD provides literacy services to adults (18 years +) and is staffed with adult literacy education specialists. The department offers a breadth of learning opportunities, including GED classes, career coaching, English as a second language programming, digital literacy and Microsoft Office proficiency courses. The program "A Feel for Books" is targeted toward developing adult readers. In 2022, the department piloted a citizenship preparation class. Census data shows that adults without a high school diploma are far more likely to live below the poverty line, and demand for adult learning opportunities continues to grow.

Accessibility
The Center for Accessibility at DCPL provides customers with disabilities equal access to library resources and services at all DC Public Library branches. The department's staff work to provide disability-related cultural programming, book clubs, and accessible game nights throughout the year as well as classes in American Sign Language and Assistive Technology. The department serves a vital function as the state library's home of the DC Talking Book and Braille program and the National Library Service for Blind and Print Disabled services. During the pandemic the department took advantage of the wealth of virtual programming, partnering with other departments to provide ASL interpretation during programs at the Labs.

Summary of Needs

The prior Five-Year Plan for FFY2018-2022 included five distinct goals which were aligned with DCPL's five-year Strategic Plan, *Know Your Neighborhood*, which concluded at the end of FFY2021. The evaluation performed by Quality Metrics in 2022 assessed that several of the plan's goals were achieved, and the remainder partly achieved. The goals and assessment is as follows:

District of Columbia Public Library's and Evaluator's Assessment of Achievement		
GOAL	**DCPL Internal Assessment**	**Evaluator Assessment**
GOAL 1: LIFELONG LEARNING: All District residents will have the reading skills, information resources and library services they need to succeed in their personal and professional lives.	Partly Achieved	Partly Achieved
GOAL 2: INFORMATION ACCESS: All District residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional and innovative information resources.	Partly Achieved	Achieved
GOAL 3: INSTITUTIONAL CAPACITY: All District residents will enjoy enhanced library experiences because library staff have the knowledge, skills and competencies they need to offer high quality services.	Partly Achieved	Achieved
GOAL 4: EMPLOYMENT AND ECONOMIC DEVELOPMENT: All District residents will have the support they need to acquire productive and fulfilling employment.	Partly Achieved	Partly Achieved
GOAL 5: CIVIC ENGAGEMENT: All District residents will engage in community life to a greater extent through their participation in library programs and services.	Partly Achieved	Partly Achieved

The five-year plan goals were highly aspirational. The evaluators concluded that as a result, some of the goals could never be fully achieved, however the impactful projects associated with Goals 2 and 3 were sufficient to render the goals as achieved. It is important to note that the evaluation was focused largely on FFY18-20 data, prior to the lengthy shutdown of the library campus during the pandemic and the shift to alternative modes of library service delivery. DCPL considers these goals as a foundation for the next five years as the library continues to iterate and improve services and resources to better meet the needs of the changing library landscape. From the evaluation:

"The evaluators noted in several states, including D.C., that COVID-19 circumstances have underscored, and in some ways strengthened, the state library agency role. During a time of crisis, communication was very important; frequent and regular meetings with various groups internally and externally elevated the importance of the LSTA activities even when they were disrupted by the pandemic. Creative solutions were identified in most instances as most programs had to turn into virtual delivery for most of the pandemic period. In some ways, the record of virtual programming is more evident and its impact more readily documented due to the pandemic. However, in our assessment, the evaluators are aware of the risk of minimizing the adverse effects on marginalized communities which often are more difficult to reach during times of crisis such as was presented by the pandemic.

The toll on the mental health of our communities has also been evident as the COVID-19 restrictions are establishing new norms for interacting in person. Student learning and well-being have been concerns as the education life cycle was disrupted. Opportunities

to help students catch up with unfinished learning were plentiful and many state library agencies, including DCPL, have adjusted or augmented their offerings to help home-schooled children and teens."

DC Public Library transitioned many resources and services to a virtual environment during the pandemic based on a pre-pandemic understanding of the needs of D.C. residents. In the summer of 2021, the Library undertook a more focused effort to understand its customers by performing qualitative research to explore how customer needs and behaviors had changed over the course of the pandemic. The project resulted in a group of six opportunities, which are reflected in the Library's goals for the next five years. A summary of these opportunities is below:

- Cultivate a service mindset: Improve customer service through enhanced staff training and standardization and improve overall engagement with D.C. residents.
- Remove barriers to access: Increase Library offerings in other languages and make accessibility a priority.
- Design for life stages: Expand services to youth and families by targeting phase of learning rather than age.
- Plan for flexibility: Staff should be cross-trained, spaces should be flexible, and systems should be scalable.
- Invest in digital: Expand digital content for all ages.
- Create digital communities: Digital experiences should encompass the value of community.

As part of the needs assessment for this plan, the library also undertook an internal evaluation of priorities with current LSTA stakeholders within the organization. A series of facilitated focus groups were held to match stakeholder priorities with LSTA focal areas and purposes. The discussions were wide-ranging and touched on many possible focus areas for new and continuing initiatives, with a number of areas of overlap between stakeholder groups and between these groups and the previous year's customer research project. The resulting list of needs included:

- Improve accessibility of library spaces and services
- Expand services, programs, and resources for non-English speakers
- Invest in staff professional development and retention
- Expand adult literacy and digital literacy services
- Strengthen workforce development initiatives for adults and teens
- Retain a community-focused posture to better serve residents
- Support and celebrate D.C. culture and history

Based upon the needs assessment, DC Public Library is refocusing its goals from the past five-year plan to encompass the new reality of pandemic-era library services to better meet the needs of residents for the coming years. The new five-year plan focuses on four goals which encompass aspects of all six of the IMLS focal areas, and broadly can be categorized as follows:

1. Recovery - Supporting the District and the library's recovery efforts.
2. Accessibility - Improving access to library services, spaces, and resources.
3. Capacity - Continuing to invest in library staff and services to meet resident needs.
4. Community - Acting for and with our diverse communities.

Goals

DC Public Library has created four goals that address the identified needs of the library for the next five years. The goals address the purposes and priorities of LSTA per 20 U.S.C. § 9141, and are mapped to the IMLS focal areas of Lifelong Learning, Information Access, Institutional Capacity, Employment and Economic Development, Civic Engagement and Human Services. The goals are also aligned with DCPL's new Purpose and Core Values, which were developed under the previous five-year plan. They are listed in order of priority.

1. **Recover Together.** The library will strengthen existing services and develop new ones that support District recovery priorities, such as improving personal health, education, career prospects, and digital inclusion.
2. **Welcome Everyone.** All local residents will feel welcomed to an accessible library where their needs are centered.
3. **Invest in Us.** District residents will benefit from improved library services through enhanced investment in staff training and development and innovative collections, technology, and opportunities.
4. **Stay Rooted.** D.C. history and culture will be celebrated through community-centered programming, exhibits, and collections.

Grants to States Priorities	Goal 1: Recover Together	Goal 2: Welcome Everyone	Goal 3: Invest in Us	Goal 4: Stay Rooted
1. Expand services for learning and access to information.	✓	✓		✓
2. Establish or enhance coordination between libraries and improve quality and access to library and information services	✓		✓	
3. Provide training and professional development to enhance the skills of the current library workforce			✓	
4. Develop partnerships with other agencies and community-based organizations	✓	✓		✓
5. Target library services to individuals of diverse backgrounds, disabilities, or limited literacy skills	✓	✓		
6. Target library services to underserved communities	✓	✓		
7. Develop library services that provide all users access to information through local or global networks	✓	✓		✓
8. Carry out other activities consistent with LSTA purposes.		✓		

*LSTA priorities are paraphrased; a complete listing is provided in the Introduction on page 4.

Projects

Goal 1: Recover Together

The library will strengthen existing services and develop new ones that support District recovery priorities, such as improving personal health, education, career prospects, and digital inclusion.

1.1 Digital Inclusion and Literacy

Purpose: Support and expand adult literacy and digital inclusion efforts.
Activities:
- Adult tutoring
- Adult literacy and learning
- Digital literacy initiatives

Outcomes: Adult learners have higher levels of reading comprehension and confidence. Adult learners are prepared to take the GED.

Partners: DCPL will work with the D.C. Office of the Chief Technology Officer (OCTO); Tech Together D.C., a partnership initiative between the D.C. government and the private sector working to bridge the digital divide; and the Office of the State Superintendent of Education (OSSE).

Funding: LSTA funds will support personnel costs, consulting for tutors and trainers; enhanced technology training and equipment.

1.2 Workforce Development and Entrepreneurship

Purpose: Provide robust job seeking and mentoring assistance to all D.C. residents and expand library support of entrepreneurs/small business owners.

Activities:
- Job seeking services and events for adults and teens
- Professional development for adult educators
- Entrepreneurship support
- Business services for residents at library locations

Outcomes: D.C. residents will have the resources and training needed to improve career prospects and reduce unemployment, particularly within underserved populations.

Partners: DCPL will partner with the D.C. Department of Small and Local Business Development (DSLBD) and the D.C. Department of Employment Services (DOES).

Funding: LSTA funds will support consulting services to develop program models and potentially to deliver services to customers; subscription costs for jobseeker- and small business-related software tools; and supplies and equipment to support jobseeker programming.

1.3 Supporting Students

Purpose: Strengthen and expand library activities that support students as they recover from pandemic-induced learning loss through formal and informal learning opportunities.

Activities:
- Out-of-School Time Activities
- Transforming Teen Services

Outcomes: Teens and youth will benefit from enhanced literacy and learning opportunities during the summer months and in out-of-school times during the academic year.

Partners: DCPL will partner with D.C. Public Schools (DCPS); OSSE; the D.C. Public Charter School Board (DCPCSB); and the POSSE Foundation.

Funding: LSTA funds will support teen mentors and resources to support out-of-school time programs.

1.4 Trauma-Informed Library Services

Purpose: The library will strengthen and expand human-focused library services to align with city priorities that support District residents as they overcome barriers to achieving their personal and professional goals.

Activities:
- Establish youth violence interrupter programs for teens at DCPL libraries
- Expand on-site social services
- Support initiatives for homeless patrons and those at risk of homelessness

Outcomes: DCPL customers will have the support and resources needed to achieve their personal and professional goals.

Partners: DCPL will partner with the D.C. Department of Youth Rehabilitation Services (DYRS); the D.C. Department of Human Services (DHS); the D.C. Department of Behavioral Health (DBH); and community service providers.
Funding: LSTA funds will support consulting services for peer mentors, on-site service providers, as well as supplies and equipment for the activities.

Goal 2: Welcome Everyone

All local residents will feel welcomed to an accessible library where their needs are centered.

2.1 Invest in Universal Access

Purpose: DC Public Library programs and spaces will be inclusive and accessible to all.

Activities:
- Support the Center for Accessibility programs and services at the central library and at neighborhood libraries.
- Improve accessibility features of the system as a whole

Outcomes: Increase accessible program offerings across the system and reduce barriers to access for residents with disabilities.

Partners: DCPL will partner with the Mayor's Office of Deaf, Blind, and Hard of Hearing and the Office of Disability Services.

Funding: LSTA funds will be used to support specialized equipment and resources for the Center for Accessibility, staffing support, and consulting services to assess library services and to provide direct services and programming for customers.

2.2 Library in Your Language

Purpose: Provide programs, services, and resources in languages other than English with an initial focus on providing robust services in Spanish.

Activities:
- Citizenship classes
- Bilingual Certification program for staff
- Enhanced multi-lingual collections, programs, and resources.
- Cultural Competency training for staff

Outcomes: Reduce barriers to access for residents who are limited-or non-English proficient.

Partners: DCPL will partner with the Mayor's Constituent Services Offices for Latino Affairs (MOLA), African Affairs (MOAA), and Asian and Pacific Islander Affairs (MOAPIA), the D.C. Office of Human Rights Language Access Program and other community groups.

Funding: LSTA funds will be used for staffing support, enhanced collection development, consulting services, and outreach activities to specific communities.

2.3 Co-Design the Future Library

Purpose: Center customers in the work of reimagining library services through customer experience research and collaborative design projects.

Activities:
- Ongoing customer research to understand shifting user needs and expectations
- Participatory design projects where library staff and customers collaborate on reimagining library policies such as the Rules of Behavior
- Ongoing community asset mapping and engagement activities

Outcome: Establish a library environment informed by our customers to better serve our customers. Increase customer engagement and feelings of co-ownership of the library space.

Partners: DCPL will partner with the D.C. Offices of Constituent Services and Community Engagement and appropriate community groups across the District.

Funding: LSTA funds will be used for consulting services to conduct customer research and facilitate community conversations.

2.4 Library Services Outside the Library

Purpose: Serve all District residents by meeting them where they are - in their neighborhoods or in the cloud.

Activities:
- Outreach services to underserved or hard-to-reach populations
- Virtual library reference
- Virtual programs and services

Outcome: Improve library's reach and better serve all communities by reducing barriers to access and diversifying programs and services.

Partners: DCPL will partner with community groups and appropriate neighborhood organizations and sister agencies.

Funding: LSTA funds will be used for staffing and supplies to deliver in-person programs outside of library buildings as well as software subscriptions for virtual library reference and supplies and presenters for virtual programming.

Goal 3: Invest in Us

District residents will benefit from improved library services through enhanced investment in staff training and development and innovative collections, technology, and opportunities.

3.1 Building Capacity through Talent Management

Purpose: Continue to support the roll-out of the talent management initiatives funded under the previous LSTA 5-Year Plan; and the integration of the associated core purpose and values work.

Activities:
- Core Purpose and Values
- Rewards and Recognition
- Internal Communications
- Recruitment & Onboarding

Outcome: Staff understand the organizational purpose and values, feel connected to the institution, and feel recognized for their work.

Partners: DCPL will partner with the D.C. Department of Human Resources (DCHR) and will rely on cross-departmental internal partnerships to achieve the stated outcomes.

Funding: LSTA funds will be used for consulting services and supplies to support the further development and roll out of Talent Management activities.

3.2 Staff Training and Development

Purpose: Enhance staff skills to improve library programs and services for District residents.

Activities:
- Customer Service Training
- General Professional Development
- Certificate programs
- Conferences & Workshops

Outcome: Staff will have the skills and proficiencies needed to serve D.C. residents.

Funding: LSTA funds will be used for conference and training registration fees as well as consulting service for trainers and facilitators.

3.3 Enhancements to Collections and Technology

Purpose: Increase DCPL's capacity to provide access - either lending or in person at the library - to innovative collections and technologies.

Activities:
- Fabrication Lab
- Studio Lab
- Non-local history special collections and programming
- Expanded Labs programming to neighborhood libraries

Outcomes: D.C. residents will have enhanced access to unique materials and learning opportunities.

Partners: DCPL will partner with community subject-matter experts.

Funding: LSTA funds will support the purchase of unique and innovative equipment and supplies and fees associated with paid programming.

Goal 4: Stay Rooted

D.C. history and culture will be celebrated through community-centered programming, exhibits, and collections.

4.1 People's Archive

Purpose: All D.C. residents will have access to easily-discoverable information about the history of their communities and the District by expanding the People's Archive special collections and making them discoverable and accessible.

Activities:
- Digitization
- Preservation
- Collections discovery tools
- Special collections planning and development

Outcomes: The lives of all D.C. residents are enriched by an enhanced connection with the history and culture of the city through a discoverable local history collection.

Partners: DCPL will partner with local history and cultural organizations.

Funding: LSTA funds will support software and hardware; staffing and consulting to support project activities.

4.2 Community Conversations

Purpose: Improve D.C. library users' ability to participate in their community around topics of interest.

Activities:
- Exhibit content development and programming
- Signature Programming (DC Reads)
- Oral History Collaborative

Outcomes: D.C. residents will have an increased ability to feel connected to their community through one city, one book programs and other conversations of community interest.

Partners: DCPL will partner with Humanities D.C. and other local cultural organizations.

Funding: LSTA funding will support author and consulting fees.

Coordination Efforts

State Goal	IMLS Focal Area(s)	Associated Projects	IMLS Intent
1. Recover Together The library will strengthen existing services and develop new ones that support District recovery priorities, such as improving personal health, education, career prospects, and digital inclusion.	Lifelong Learning; Employment and Economic Development; Human Services	Trauma-Informed Library Services	Improve users' ability to apply information that furthers their personal or family health & wellness
		Supporting Students	Improve users' formal education
		Workforce Development and Entrepreneurship	Improve users' ability to use resources and apply information for employment support
		Digital Inclusion and Literacy	Improve users' general knowledge and skills
2. Welcome Everyone All local residents will feel welcomed to an accessible	Information Access; Civic Engagement	Library in Your Language	Improve users' ability to obtain and/or use information resources.

library where their needs are centered.		Invest in Universal Access	Improve users' ability to participate in their community
		Co-Design the Future Library	Improve users' ability to participate in their community
		Library Services Outside the Library	Improve users' ability to discover information resources.
3. Invest in Us District residents will benefit from improved library services through enhanced investment in staff training and development and innovative collections, technology, and opportunities.	Institutional Capacity; Civic Engagement	Building Capacity through Talent Management	Improve library operations
		Staff Training and Development	Improve the library workforce
		Enhancements to Collections and Technology	Improve library's physical and technology infrastructure
4. Stay Rooted DC history and culture will be celebrated through community-centered programming, exhibits, and collections.	Civic Engagement; Information Access	People's Archive	Improve users' ability to obtain and/or use information resources.
		Community Conversations	Improve users' ability to participate in community conversations around topics of concern.

Evaluation Plan

DCPL will regularly evaluate the Five-Year Plan goals, projects, and activities throughout the implementation period. Evaluation will be based on quantitative and qualitative measurements as laid out in Appendix A. Some measurement tools are currently in place, as DCPL has an established internal reporting structure to capture program-related statistics, and uses a variety of reporting tools to capture data on collections usage. Other evaluation tools for the listed indicators will be developed and implemented over the course of the five-year plan. Annual evaluation and reporting will occur via the State Program Report according to IMLS guidelines. Part of the ongoing evaluation process will include efforts to align project and activity assessment with the IMLS Measuring Success focal areas and intents.

DCPL may engage its Customer Experience team to conduct some in-depth customer research. Outcomes-based assessment will be incorporated to evaluate projects that include public and library staff instruction, content creation, preservation, description, or lending.

In 2026, DCPL will perform a formal, independent evaluation to measure progress made in meeting the goals set forth in the plan. The evaluation will follow the Guidelines for IMLS Grants to States Five-Year Evaluation and LSTA legislation.

Stakeholder Involvement

Stakeholder involvement in the creation of the Library Services and Technology Act Five-Year Plan for 2023 - 2027 consisted of two parts: the creation of the LSTA 2018 - 2022 retrospective Evaluation and a series of facilitated stakeholder focus groups discussing prospective priorities and goals. The independent evaluators, QualityMetrics, conducted interviews with agency staff members, interviews with project managers for various SPR reported projects and activities, small in-person and virtual focus group discussions with project team, and small focus group or interview discussions with project and activity beneficiaries. In particular, the evaluators met with key end-users of LSTA-funded projects including researchers who rely on the People's Archive special collections and former POSSE Foundation teen interns who assist with annual summer programming. The evaluators also conducted several site visits at the Martin Luther King Jr. Memorial Library.

Four facilitated workshops were held with DCPL staff familiar with LSTA and in many cases project or activity leads for work conducted under the prior Five-Year Plan. In each workshop, staff were asked to brainstorm their top priorities for their departments and the agency for the next five years, and map those ideas to IMLS focal areas.

Communication and Public Availability

The DC Public Library will share the 2023 - 2027 LSTA Plan with staff of the state library and will review specific portions of the plan with the state librarian, library leadership, and individuals with responsibility for carrying out the goals of the plan. The plan will also be publicly available on the library web site.

Monitoring

The DC Public Library will conduct regular reviews of the projects and activities outlined in the plan to ensure compliance with the LSTA legislation, IMLS guidance, performance standards, and data collection pursuant to the requirements of the annual State Program Report. Monitoring will take the form of routine communications with project managers and budget department leads to ensure accurate tracking of both project deliverables and budget line items.

DCPL also provides regular performance reports to the DC Public Library Board of Trustees and the D.C. Mayor's Office, and submits an annual written response to the Council of the District of Columbia as part of its annual performance oversight process. Many LSTA-supported projects and activities will also be monitored and reported on through those mechanisms.

Assurances

The following assurances are attached as appendices to this document:

- Program Assurances for 2023 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries

Appendix A: Evaluation Indicators

Goal 1: Recover Together

Project Outcomes	Indicator	Indicator
Adult learners have higher levels of reading comprehension and confidence.	*# consultations for tutoring and ESL conversation circles*	*Measure increase of CASAS scores with pre/post-test comparison; Customer surveys*
Adult learners are prepared to take the GED.	*# the number of single-subject passing rates*	*# the number of diplomas earned*
D.C. residents have the resources and training needed to improve career prospects and reduce unemployment, particularly within underserved populations.	*# staff trained to use Brainfuse JobNow and other employment and small-business resources*	*Customer use of Brainfuse JobNow and other employment and small-business resources*
Teens and youth will benefit from enhanced literacy and learning opportunities during the summer months and in out-of-school times during the academic year.	*# program participants*	*Customer surveys*
DCPL customers will have the support and resources needed to achieve their personal and professional goals.	*# engagements between peer mentors and customers*	*# social-service oriented partnerships*

Goal 2: Welcome Everyone

Project Outcomes	Indicator	Indicator
A greater percentage of programs are accessible across the library system.	*# programs offered by the Center for Accessibility*	*% of all library programs that offer ASL interpretation or other accommodations*
Reduce barriers to access for residents with disabilities.	*# initiatives to improve accessibility of library services and programs*	
Reduce barriers to access for residents who are limited-or non-English proficient.	*# programs targeted towards non-English speakers*	*Circulation of items in languages other than English*
Establish a library environment informed by our customers to better serve our customers. Increase customer engagement and feelings of co-ownership of the library space	*# customer research activities conducted*	*Customer satisfaction surveys*

| Improve library's reach and better serve all communities by reducing barriers to access and diversifying programs and services. | *# customers served at off-site programs* | *# participants in virtual program offerings* |

Goal 3: Invest in Us

Project Outcomes	Indicator	Indicator
Staff understand the organizational purpose and values, feel connected to the institution, and recognized for their work.	*Staff survey*	
Staff have the skills and proficiencies needed to serve D.C. residents.	*Survey results*	
D.C. residents will have enhanced access to unique materials and learning opportunities.	*# of Labs programs*	*Program attendance*

Goal 4: Stay Rooted

Project Outcomes	Indicator	Indicator
The lives of all D.C. residents are enriched by an enhanced connection with the history and culture of the city through a discoverable local history collection.	*# items digitized and made available to the public*	*# items digitized*
D.C. residents will have an increased ability to feel connected to their community through one city, one book programs and other conversations of community interest.	*Program attendance*	*# new oral histories created*

Appendix B: Assurances

The following documents are appended as part of this section:

- Program Assurances for 2023 Grant Award (includes compliance with Internet Safety; Trafficking in Persons; Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying requirements)
- Assurances of Non-Construction Programs
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