MASSACHUSETTS LIBRARY SERVICES AND TECHNOLOGY ACT (LSTA) GRANTS TO STATES FIVE-YEAR PLAN (2023-2027)

Submitted by: Massachusetts Board of Library Commissioners
James Lonergan, Director
June 29, 2022

Massachusetts Libraries
BOARD OF LIBRARY COMMISSIONERS

INSTITUTE *of* **Museum** and **Library** SERVICES

Acknowledgements

The Director and staff of the Massachusetts Board of Library Commissioners wish to acknowledge the following individuals for their ongoing commitment to the improvement of library services in the Commonwealth. Their hard work and devotion to the importance of the roles that libraries play in the lives of individuals and in the vitality of the Commonwealth's communities is immeasurable.

Board of Library Commissioners
      Mary Ann Cluggish, Chair
      Debby Conrad, Vice Chair
      Deborah Abraham, Secretary
      Leslie D. Ball
      Vicky Biancolo
      George T. Comeau
      Stacy DeBole
      Karen Traub
      Jessica V. Vilas Novas

State Advisory Council on Libraries
      Jessica Bell
      Chris Chanyasulkit
      Tim Cherubini
      Kim Cochrane
      Stacy Collins
      James Gleason
      Hermayne Gordon
      Esme Green
      Alida Hanson
      Nancy Hughes
      Cheryl Marks
      Sara Marks
      Jill Mercurio
      Eric Poulin

Table of Contents

INTRODUCTION

The Library Services and Technology Act (LSTA) authorizes state program grants to certified state library administrative agencies (SLAAs). In order to be eligible for funding, SLAAs must submit a five-year plan for implementation that is consistent with the stated purposes of LSTA and with the priorities of the LSTA Grants to States program. Each year, SLAAs throughout the nation carry out more than 1,500 projects that are supported by this program. Funds are distributed to the states and territories and are monitored by the Institute of Museum and Library Services (IMLS). Following are purposes of LSTA and the priorities[1] of the Grants to States program.

Purposes of LSTA (20 U.S.C. § 9121)

1. Enhance coordination among Federal programs that relate to library, education, and information services;
2. Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
3. Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
4. Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
5. Promote literacy, education, and lifelong learning, including by building learning partnerships with school libraries in our Nation's schools, including tribal schools, and developing resources, capabilities, and programs in support of State, tribal, and local efforts to offer a well-rounded educational experience to all students;
6. Enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers;
7. Enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;
8. Enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
9. Ensure the preservation of knowledge and library collections in all formats and enable libraries to serve their communities during disasters;
10. Enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation;
11. Promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks; and

---

[1] https://www.imls.gov/grants/grants-state/purposes-and-priorities-lsta

12. Encourage, support, and disseminate model programs of library and museum collaboration.

Priorities of the Grants to States (20 U.S.C. § 9141) Program

1. Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
2. Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (A) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
4. Develop public and private partnerships with other agencies, tribes, and community-based organizations;
5. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;
7. Develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. Carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the State library administrative agency's plan.

The following document presents the Massachusetts Board of Library Commissioners' (MBLC) FFY 2023-2027 LSTA Plan for fulfilling the requirements of the LSTA Grants to States program. It summarizes the needs of Massachusetts' libraries as well as the library and information needs of Commonwealth residents. These needs have been identified through an examination of a variety of factors including demographic data, relevant societal indicators, and findings and insights from the recently completed evaluation of MBLC's implementation of its 2018-2022 LSTA Five-Year Plan. The new 2023-2027 LSTA Five-Year Plan sets forth goals and identifies anticipated projects designed to address these needs.

VISION, MISSION, & PRINCIPLES STATEMENTS

Our vision for libraries in the Commonwealth:

Every library in Massachusetts is a thriving community hub, transforming lives through access to knowledge, information, and lifelong learning.

Our mission:

As a state agency, the Massachusetts Board of Library Commissioners promotes equitable access, advances innovation, and fosters resilience in libraries across the Commonwealth through funding, guidance, partnerships, and the coordination of statewide services.

Core Principles:

The principles below affirm who we are and who we aspire to be.
- Equity and diversity: We prioritize our work and resources in service to a more equitable world where diversity, in all its forms, is valued and leveraged for the good of all.
- Inclusivity and belonging: We support the work of libraries that create environments where people feel included, respected, and that they belong.
- Partnership: We are trusted partners, collaborators, and convenors, connecting people to ideas and to each other.
- Leadership: We lead with courage, integrity, accountability, and compassion. We nurture these qualities in those we serve.
- Stewardship: We are good stewards of the public funds entrusted to us, and the well-being of the Massachusetts library community.

NEEDS ASSESSMENT

A variety of data sources were used to develop the needs assessment portion of this Plan. Sources of information include 2020 U.S. Census, the Public Libraries Survey (PLS), the United Health Foundation's 2021 America's Health Rankings, and the Massachusetts government website (mass.gov).

General Demographic Characteristics

The Commonwealth of Massachusetts is the most populous state in New England. Its population growth (7.37%) mirrored the national rate (7.35%) for the period between 2010 and 2020. The United States Census Bureau reported that the Commonwealth topped seven million people (7,029,917) in 2020 for the first time in history. Although the Census Bureau's 2021 estimated population shows a slight decrease since April 2020, Massachusetts has, nevertheless, been the fastest growing state in the Northeast over the last decade.

The median age of Massachusetts residents is a bit higher than the U.S. norm and both educational attainment and median household income are considerably higher than the national average. Nevertheless, nearly one in ten residents (9.40%) of the Commonwealth are considered to be impoverished.

More than eighty percent (80.60%) of Commonwealth residents are classified as "White Alone;' a higher percentage than the U.S. average (76.30%). The percentage of the State's population that is "Black or African American Alone" (9.00%) is lower than the national norm (13.40%) and the percentage of individuals classified as "Asian Alone" (7.20%) is higher than the national percentage (5.90%).

The percentage of the Massachusetts population that identified themselves as Hispanic or Latino in the 2020 Census (12.40%) was considerably lower than the U.S. mark of 18.50%. However, the percentage of the State's population that was foreign-born (16.90%) was considerably higher than the U.S. figure of 13.50%. It is estimated that 23.90% of Bay Staters over the age of five reside in households where a language other than English is spoken. Both the computer ownership percentage (92.60%) and the percentage of residents with subscriptions to broadband service (88.20%) exceed national percentages (91.90% and 85.20% respectively). However, as you will see in the following section regarding library-specific metrics, many rural residents and small town libraries still lack very basic connectivity.

Basic Demographics	Massachusetts	United States
Population Estimate (July 1, 2021)	6,984,723	331,893,745
Percentage of Persons Under 5 Years of Age	5.20%	6.00%
Percentage of Persons Under 18 Years of Age	19.60%	22.30%
Percentage of Persons 65 Years of Age and Over	17.00%	16.50%
Median Age	39.6 Years	38.31 Years
White Alone Percentage	80.60%	76.30%
Black or African-American Alone Percentage	9.00%	13.40%
Asian Alone Percentage	7.20%	5.90%
Percentage Identifying as Hispanic or Latino	12.40%	18.50%
Percentage Foreign-Born Persons	16.90%	13.50%
Language Other than English Spoken at Home - Percentage of Persons % Over 5 Years of Age	23.90%	21.50%
Percentage of Persons 25+ High School Graduate or Higher (2016 - 2020)	91.10%	88.50%
Percentage of Persons 25+ Bachelor's Degree or Higher (2016 - 2020)	44.50%	32.90%
Percentage of Persons Under Age 65 with a Disability	7.90%	8.70%
Median Household Income (in 2020 dollars)	$84,385	$64,994

Basic Demographics	Massachusetts	United States
Percentage of Persons in Poverty	9.40%	11.40%
Percentage of Households with a Computer (2016 - 2020)	92.60%	91.90%
Percentage of Households with a Broadband Internet Subscription (2016 - 2020)	88.20%	85.20%

Library Metrics

Public library statistics as reported in the 2019 Public Libraries Survey (PLS) reveal an overall picture that is relatively strong. On most measures, Massachusetts libraries are in the top quartile among the states. However, on some important metrics such as total operating income and total paid full-time equivalent staff per 25,000 population, the Commonwealth falls into the upper portion of the second quartile. A closer look at individual libraries within the State reveals that mid-range rankings mask the fact that there are a considerable number of libraries that fall either at the high end or substantially lower on many measures. This disparity is, at least in part, due to the fact that Massachusetts has a large number of small libraries.

Although the Commonwealth ranks the third highest in population density after New Jersey and Rhode Island, many Massachusetts residents, particularly in Western Massachusetts, are served by often under-funded and under-staffed libraries in scattered small towns. The 2019 PLS shows that nearly 20% (19.3%) of the State's public libraries serve fewer than 2,500 people and that over half of the public libraries (50.6%) have service populations smaller than 10,000.

While Massachusetts' percentage of public library jurisdictions having at least one staff member with a master's degree in library science from an American Library Association (ALA) accredited program is well above the national average (61.13% vs. 45.53%), nevertheless, many of the small libraries have limited hours and are staffed by part-time personnel with little or no formal library science education.

Standard library metrics also fail to factor the cost-of-living into measures such as total operating revenue. Massachusetts ranks fifth highest among the states (the District of Columbia is considered as a state in these calculations) in cost-of-living. Although the Commonwealth's 18th rank does not appear problematic at first blush, many Massachusetts libraries are financially challenged.

Public Libraries Survey (2019) Metrics	Massachusetts Rank	Massachusetts	United States
Total Library Operating Revenue	18	$49.36	$44.88
Collection Expenditures per Capita	9	$6.01	$4.51
Library Visits per Capita	4	5.75/capita	3.93/capita
Print Materials per Capita	3	4.25/capita	2.17/capita

Public Libraries Survey (2019) Metrics	Massachusetts Rank	Massachusetts	United States
Circulation per Capita	15	8.05/capita	6.86/capita
Total Programs Offered per 1,000 Population	11	27.19	18.65/ 1,000 pop.
Total Program Attendance per 1,000 Population	18	496.12/ 1,000 pop.	394.29/ 1,000 pop.
Total Paid Full-Time Equivalent Staff per 25,000 Population	18	13.95/ 25,000 pop.	11.37/ 25,000 pop.
Percentage of Paid Full-Time Equivalent Staff with ALA-Accredited Master's Degree		34.44%	23.64%
Percentage of Public Library Jurisdictions with ALA-Accredited Master's Personnel		62.13%	45.53%

Some Other Relevant Measures

Although most would agree that an overall prose literacy percentage of just over ninety percent (90.10%) and having only 45% of fourth and eighth graders at or above the proficiency level on the National Assessment of Educational Progress (NAEP) tests is not good enough, nevertheless, Massachusetts ranks well above national marks. At 45% proficiency, Commonwealth fourth graders outperform fourth graders nationally by 11%. Likewise, eighth graders in Massachusetts are 13% higher in proficiency than the national average.

Massachusetts residents can also take pride in having some of the highest ranking on a variety of health measures. According to the United Health Foundation's America's Health Rankings, the Commonwealth rates first among the states in access to primary care and mental health care and second in access to dental care. The state ranks first in childhood immunizations and flu vaccinations, second in colorectal cancer screening, and third in dental visits by adults. In short, Massachusetts is an exemplar in terms of preventative care and boasts some of the finest health-care providers in the world.

Nevertheless, the America's Health Rankings also reveal some societal shortcomings of significance that are indicated in the table below. These are indicators that often affect health outcomes, but that also impact many other public services. Most of these are measures that reveal economic and racial disparities. Massachusetts ranks 28th among the states in residential segregation, 37th in high-school graduation racial disparity, and 39th in facing severe housing problems (availability of affordable housing). The gap between haves and have-nots is apparent in the Commonwealth's 47th ranking in overall income disparity. Many of these factors have a direct, negative, and often disproportionate impact on quality of life issues for children, persons of color, foreign-born populations, and individuals with disabilities.

Selected Social Indicators	Massachusetts	United States
4th Grade - Percentage at or Above National Assessment of Educational Progress (NAEP) Proficient Level	45%	34%
8th Grade - Percentage at or Above National Assessment of Educational Progress (NAEP) Proficient Level	45%	32%
Basic Prose Literacy Rate (Based on data from the National Center for Educational Statistics [NCES])	90.10%	88.00%
Income Inequality (America's Health Rankings)	47	
High School Graduation Racial Disparity (America's Health Rankings)	37	
Residential Segregation (America's Health Rankings)	28	
Severe Housing Problems - Housing Availability (America's Health Rankings)	39	

Summary of Needs

- Many Massachusetts libraries are financially challenged due to the state's high cost of living.
- There are significant disparities in the quality of library and information resources and services available to Commonwealth residents.
- Commonwealth residents value education and learning but sometimes lack the resources and programs that can help improve their lives.
- Income and racial disparities result in issue-related, and often crisis-level information needs for some Massachusetts residents.
- Many Massachusetts libraries of all types lack adequate staffing.
- Massachusetts' high cost of living negatively impacts the ability of libraries to recruit and retain qualified library staff on an ongoing basis.
- Many Massachusetts libraries, especially small public libraries, have significant staff-development and professional advisory needs.
- Some Massachusetts libraries lack the resources to adequately serve specific populations including non-native speakers of English and persons with disabilities.
- Many Massachusetts libraries and museums have collections of significant historical and societal value that are at risk due to their age and the conditions under which they are housed.

GOALS

GOAL 1 - PROMOTE LEARNING AND SKILL DEVELOPMENT

Massachusetts residents will have opportunities to gain knowledge and develop skills that enable them to reach their educational and personal goals, resolve real life issues, and advance their economic and employment ambitions.

Needs Addressed by Goal 1:
- Commonwealth residents value education and learning but sometimes lack the resources and programs that can help improve their lives.
- Income and racial disparities result in issue-related, and often crisis-level information needs for some Massachusetts residents.

LSTA Purpose Addressed by Goal 1:
- Promote literacy, education, and lifelong learning, including by building learning partnerships with school libraries in our Nation's schools, including tribal schools, and developing resources, capabilities, and programs in support of State, tribal, and local efforts to offer a well-rounded educational experience to all students.
- Enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology.

Grants to States Priorities Addressed by Goal 1:
- Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills,
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved.

Goal 1 Measuring Success Focal Areas: Lifelong Learning, Human Resources, and Economic & Employment Development

Objective 1.1 - Improve users' general knowledge and skills

Project 1.1.1 - Summer Reading Support (support through affiliates and subgrants to libraries)

Summary: This project supports a wide array of activities that help local public libraries provide a robust summer reading program. MBLC partners with the Massachusetts Library System to coordinate promotion, materials, and digital tools that libraries can use to track reading activity. MBLC also has a longstanding partnership with the Boston Bruins hockey team that enables participants to engage in a reading challenge that includes many exciting incentives provided by the Bruins. A new partnership has been formed with the Women's National Hockey League Team, the Boston Pride.

Audience: Although some libraries have summer reading activities for all ages, most participants are school-aged children.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: Although the COVID-19 pandemic has certainly disrupted the reading behaviors of children, summer reading programs have a positive impact in turning kids into lifelong readers. The ultimate desired outcome from summer reading is communities of readers of all ages.

Evaluation: Number of libraries participating. Number of participants by age categories. Number of programs offered. Program attendance. Other metrics that may be sampled include increased circulation of materials, and number of books/pages read. In addition to the collection of anecdotal reports of the impact of summer reading on specific children, whenever possible, an effort will be made to carry out a post-participation survey of parents/caregivers to determine whether reading behaviors are changed after the summer program ends.

Examples of Potential Project 1.1.1 Activities:
>Public Awareness
>Program Support
>Bruins Partnership/ Reading Challenge

♦♦♦

Project 1.1.2 - Pre/Early Literacy Initiatives (subgrants)

Summary: This project is intended to promote pre/early literacy by helping libraries create learning environments ranging from creative play spaces to storywalks. Subgrants will be awarded to libraries to equip resource-rich educational environments. Both low-tech (traditional puzzles and manipulatives) and high-tech (e.g., launchpads) are common items included in grants.

Audience: Pre-school children and caregivers.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The desired outcome of this project is enhancing the reading readiness of pre-school children. A secondary outcome is modeling behaviors for parents/caregivers and providing opportunities for adults and children to interact around books.

Evaluation: Evaluation methods and metrics will vary based on the specific nature of the subgrants awarded; however, examples include pre and post-participation surveys of parents/caregivers whenever possible, anecdotes and observations of project managers, usage of related materials, learning devices/tools acquired, impact on usage of the development of creative play spaces, number of libraries awarded grants, number of participants in activities.

Examples of Potential Project 1.1.2 Activities:
> Mind in the Making
> Storywalks

<div align="center">♦♦♦</div>

Project 1.1.3 - Active Learning (subgrants)

Summary: This project is intended to encourage the development of programs and services that engage library users in active, often hands-on, learning experiences. These efforts include, but are by no means limited to Science, Technology, Engineering and Mathematics (STEM), Science, Technology, Engineering, Arts, and Mathematics (STEAM), and Science, Technology, Reading, Engineering, Arts, and Mathematics (STREAM), other makerspace activities, and the development of storywalks.

Audience: Although subgrants under the Active Learning project will often target teens, the project envisions engaging people of all ages (including adults and intergenerational groups) in active learning activities.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The inclusion of creativity and discovery into the educational process in an effort to create lifelong learners. It is also anticipated that many young learners will be introduced to content and concepts that may influence the occupational choices they make later in life.

Evaluation: Evaluation methods and metrics will vary based on the specific nature of the subgrants awarded; however, examples that may be included are the number of libraries introducing new active learning activities, number and ages of participants, topics and concepts introduced, and anecdotal reports from subgrant managers.

Examples of Potential Project 1.1.3 Activities:
> STEM/STEAM/STREAM
> Serving Teens & Tweens

<div align="center">♦♦♦</div>

Objective 1.2 - Improve users' ability to apply information that furthers their personal, family, or household finances

Project 1.2.1 - Financial Literacy (subgrants)

Summary: This project is based on the concept that libraries can be a safe and trusted resource for information on sensitive topics. The subgrants that will be awarded under this project are focused at equipping participants with financial literacy skills that they can apply at the personal, family, and/or household levels.

Audience: Potential participants cover the entire age span from introducing financial literacy concepts to young children to working with senior citizens struggling to make ends meet on fixed incomes. An emphasis will be placed on efforts that address financial literacy in the family context.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The intention of this project is to impact financial literacy knowledge and skills that will enable individuals and families to better manage their finances with the end result of a higher quality of life.

Evaluation: Evaluation methods and metrics will vary based on the specific nature of the subgrants awarded; however, an emphasis will be placed on ascertaining whether the knowledge and skills gained are useful over time. Number of libraries receiving grants, number of participants and topics presented will be tracked. Whenever possible, post participation surveys will be conducted after the conclusion of the grant cycle to determine whether the project has had a lasting impact.

Examples of Potential Project 1.2.1 Activities:
> Strength in Families
> Financial Literacy

<div align="center">♦♦♦</div>

Objective 1.3 - Improve users' ability to apply information that furthers their personal or family health and wellness

Project 1.3.1 - Health & Wellness (subgrants)

Summary: Health and wellness can have a tremendous impact on daily life especially among more vulnerable and marginalized populations. This project is focused on improving public health in a variety of ways including raising awareness of health issues, acquainting individuals and families with effective health strategies, connecting people with a variety of preventative and curative health services, and building strategic partnerships between libraries and other community entities that can influence positive health outcomes. It is anticipated that many of the projects will be non-clinical in nature; that is, they may involve modeling healthy behaviors and affording individuals opportunities to engage in activities that contribute to improved health. Library community garden initiatives are just one example of possible non-clinical activities that may be supported.

Audience: While specific subgrants may target specific age groups or individuals with specific health issues, an emphasis will be placed on initiatives that have impact at the family or household level.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The ultimate goal of this project is improved health outcomes for individuals and communities. However, privacy concerns will often make verifying these outcomes difficult or impossible. Some easier to measure results will be tracked including new strategic relationships with community partners.

Evaluation: The evaluation of many health outcomes is difficult without being intrusive and the methods and metrics used to evaluate these projects will vary depending on the exact nature of local initiatives; however, subgrantees will be encouraged to partner with community health care providers that may be able to report aggregate outcomes. Whenever possible, subgrantees will be encouraged to collect anonymous, self-reported data about the impact of efforts.

Examples of Potential Project 1.3.1 Activities:

> Health & Wellness
> Telehealth
> Library Community Gardens

<div align="center">♦♦♦</div>

Objective 1.4 - Improve users' ability to apply information that furthers their parenting and family skills

Project 1.4.1 - Parenting Initiatives (subgrants)

Summary: This project is based on the principles outlined in *IDEABOOK: Libraries for Families*. This subgrant project will encourage libraries to create or build on existing partnerships with community organizations that share a similar mission. This includes schools (private, public, academic), local museums, early learning systems as well as community agencies that provide family support: e.g. health and nutrition, mental health, special needs, and early intervention. A key element in this effort would be to elevate the family voice in designing services to those previously underserved in their communities

Audience: The project will target families and households using a broad definition of the family unit.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The intent of this project is to equip family members with information, knowledge, and practical skills that they can use to strengthen their families. A major focus will be making individuals aware of a wide range of community resources that may be available to them; consequently, an important goal of these subgrants will be building strong strategic alliances with partner agencies at the local level.

Evaluation: Evaluation methods and metrics will vary based on the specific nature of the subgrants awarded; however, in general, they will include tracking the number of libraries receiving subgrants, number and type of activities, number of participants by age group, and anecdotal reports from the subgrant manager. Libraries will be encouraged whenever possible to implement pre and post-participation survey protocols to assess the effectiveness of interactions.

Examples of Potential Project 1.4.1 Activities:

> Strength in Families
> Family Engagement

<div align="center">♦♦♦</div>

Objective 1.5 - Improve users' ability to use resources and apply information for employment support

Project 1.5.1 - Workforce & Business Development Initiatives (subgrants)

Summary: This project recognizes that libraries have valuable resources and are well-positioned in their communities to connect entrepreneurs, job seekers, and individuals exploring potential career paths with information and guidance that will help them. Subgrants awarded under this project category will often interface with resources and tools such as licensed databases that may also be acquired using LSTA funds thereby increasing the impact of these resources.

Audience: Although the primary target of this project will be adults, some subgrants awarded may also engage young adults participating in STEM/STEAM/STREAM activities. Special efforts will also be made to encourage projects targeting populations facing economic challenges.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The ultimate measure of success for this project involves individuals who are employed in productive occupational and career pursuits that are personally fulfilling and financially rewarding.

Evaluation: Evaluation methods and metrics will vary based on the specific nature of the subgrants awarded; however, in general, they will include tracking the number of libraries receiving subgrants, number and type of activities, number of participants by age group, and anecdotal reports from the subgrant manager. Subgrantees will be encouraged to, whenever feasible, build pre-participation surveys into the intake process used to engage individuals and to conduct post-participation follow-up contacts to ascertain outcomes.

Examples of Potential Project 1.5.1 Activities:
>
> Open for Business
> Pathways to Success

<p align="center">♦♦♦</p>

GOAL 2 - ENABLE ACCESS

Massachusetts residents will have convenient access to relevant, high-quality information resources in formats that they can use to achieve their educational, occupational, and personal/recreational goals.

Needs Addressed by Goal 2:
- Many, if not most, Massachusetts libraries are financially challenged due to the state's high cost of living.
- There are significant disparities in the quality of library and information resources and services available to Commonwealth residents.
- Income and racial disparities result in issue-related, and often crisis-level information needs for some Massachusetts residents.
- Some Massachusetts libraries lack the resources to adequately serve specific populations including non-native speakers of English and persons with disabilities.

LSTA Purposes Addressed by Goal 2:
- Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry.
- Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.
- Enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers.
- Promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks.

Grants to States Priorities Addressed by Goal 2:
- Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.
- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services.
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

Goal 2 Measuring Success Focal Area: Information Access

Objective 2.1 - Improve users' ability to discover information resources

Project 2.1.1 - Enhanced Finding and Sharing Tools

Summary: This project involves funding a statewide platform and supporting affiliate and partner organizations to ensure that robust finding and resource sharing tools are available to Commonwealth libraries and that these tools are managed in ways that optimize their effectiveness.

Audience: The general population will benefit through participating libraries and the infrastructure provided by the MBLC and affiliate and partner organizations.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The ultimate outcome envisioned is the most cost-effective utilization of the resources owned and/or licensed by a variety of libraries and library-support organizations.

Evaluation: Number of libraries participating in resource sharing activities. Number of searches. Number of items requested and number of requests filled.

Examples of Potential Project 2.1.1 Activities:

Commonwealth Catalog
Cybersecurity
E-card (library card)

♦♦♦

Objective 2.2 - Improve users' ability to obtain and/or use information resources

Project 2.2.1 - Enhanced Resources - Databases/Electronic Resources

Summary: This project provides equitable access to a wide range of licensed electronic databases. It helps to level the information resources playing field for all Commonwealth residents by offering a solid foundation of extensive content. By providing this base, the project also enables individual libraries to direct their resources toward securing supplementary electronic resources and/or content that is highly relevant to their community or user base.

Audience: The general public directly and through their libraries.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The ultimate outcome of this project is enabling individuals regardless of where they live, their socio-economic status, or ability to read standard print to access information that can help them succeed in achieving their educational, occupational, and/or personal goals. The databases essentially address all six of the IMLS Measuring Success focal areas as well as all of the Measuring Success intents.

Evaluation: Number and nature of databases provided. Number of accesses, pageviews, retrievals, downloads, etc. (vendor-statistics). Source of access (individual, through libraries, etc.). MBLC may explore the feasibility of conducting periodic pop-up surveys of database users with its affiliate, the Massachusetts Library System as well as the integration of user data into a data dashboard that will offer constant, near real-time monitoring of activity.

Examples of Potential Project 2.2.1 Activities:
Licensed Databases and Online Utilities

♦♦♦

Project 2.2.2 - Enhanced Resources - Other E-Content

Summary: This project provides subsidies to partner and affiliate organizations to enable them to offer broad access to a wide variety of e-content. By absorbing platform fees and supplementing the purchase of shareable e-content, the project expands the range of e-resources that are available and, in many cases, reduces the length of time that users have to wait to access the materials they wish to use.

Audience: The general public through regional networks and local libraries.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: More equitable access to a broad range of e-content.

Evaluation: Number of libraries participating, number of individuals downloading/streaming content, number of items viewed, listened to, borrowed, etc.

Examples of Potential Project 2.2.2 Activities:
Subsidies for E-content Licensing and Acquisition

<div align="center">♦♦♦</div>

Project 2.2.3 - Outreach to the Underserved (direct and subgrants)

Summary: This project includes a variety of activities united by their focus on underserved populations. Some of the activities, such as offering counsel and training on the accessibility of facilities and services and fostering the establishment of strategic partnerships, will be conducted by MBLC staff. Other activities will take the form of subgrants awarded to libraries carrying out pilot projects or projects representing the application of best practices in outreach to the underserved.

Audience: Outreach to underserved populations in the Commonwealth targets library and information services to people of diverse cultural, socioeconomic and educational backgrounds including people with disabilities; those with limited English language skills and limited functional literacy. This project also supports the MBLC's staff participation with the Commonwealth's Department of Correction, the Massachusetts Department of Mental Health and the LGBTQ Commission at the Massachusetts Department of Public Health. In addition, state agency staff work with staff and consumer advisory boards of Perkins and Worcester, the Talking Book Libraries for the state.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The desired outcome of this project is enabling a variety of populations that either have difficulty accessing typical library services or groups of individuals who have traditionally been underserved due to societal or geographic circumstances.

Evaluation: Although the metrics and methods that will be applied to specific activities will vary depending on the target audience, an effort will be made to measure the gap between level of access prior to activities and after the activities are completed. Whenever possible, MBLC and subgrantees will attempt to gather feedback from end users of the services offered.

Examples of Potential Project 2.2.3 Activities:
Outreach to Individuals with Special Needs
Digital Inclusion (Digital Navigators)
Institutional/ Corrections Services
Legal Services (Access to Justice)
New Americans

<div align="center">♦♦♦</div>

GOAL 3 - STRENGTHEN LIBRARIES

Massachusetts residents will be served by local libraries that employ knowledgeable, community-focused staff members who incorporate the best professional practices and up-to-date technologies to deliver relevant, high-quality library services.

Needs Addressed by Goal 3:
- Many Massachusetts libraries of all types lack adequate staffing.

- Massachusetts' high cost of living negatively impacts the ability of libraries to recruit and retain qualified library staff on an ongoing basis.
- Many Massachusetts libraries, especially small public libraries, have significant staff-development and professional advisory needs.
- Many Massachusetts libraries and museums have collections of significant historical and societal value that are at risk due to their age and the conditions under which they are housed.

LSTA Purposes Addressed by Goal 3:
- Enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services.
- Ensure the preservation of knowledge and library collections in all formats and enable libraries to serve their communities during disasters.

Grants to States Priorities Addressed by Goal 3:
- (A) Provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and (B) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services.
- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services.

Goal 3 Measuring Success Focal Area: Institutional Capacity

Objective 3.1 - Improve the library workforce

Project 3.1.1 - Staff and Trustee Development & Training

Summary: This project involves identifying education and training needs of library staff and trustees, directly providing some staff development opportunities, and coordinating and supporting the staff development and training efforts of affiliates and partner agencies.

Audience: Library trustees and staff of local libraries, affiliates, and partner organizations.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The provision of high quality library and information services by library staff who are customer-oriented, technologically adept, knowledgeable, motivated, and committed to excellence. An additional desired outcome is that library staff are supported by library trustees who are aware of their responsibilities, current professional practices, and dedicated to equity of access.

Evaluation: Number of library staff/trustees participating in staff/trustee development and training activities. Number of libraries represented among individuals who participate in staff/trustee development and training activities. Whenever possible, MBLC will employ pre and post-participation surveys to gauge the impact of the relevance and lasting results of training

experiences. MBLC will work with affiliate and partner agencies to adopt consistent evaluative measures for assessing the effectiveness of staff and trustee training.

Potential Project 3.1.1 Activities:
> Succession Planning
> Trustee Training
> Library accessibility planning and training

<div align="center">♦♦♦</div>

Objective 3.2 - Improve the library's physical and technological infrastructure

Project 3.2.1 - Preservation, Conservation, Digitization, and Disaster Preparedness (subgrants)

Summary: This project represents a coordinated effort to ensure that valuable collections are preserved and are available to the current and future generations. Activities will include working with libraries and other institutions to identify collections of high value and cultural importance to communities, monitoring the conditions in which these collections are stored and recommending specific remedial measures, educating staff of libraries and other institutions in preservation, conservation, digitization, description, and disaster preparedness processes, and assisting in arranging for appropriate actions.

Audience: Libraries, museums, and other community organizations.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: Ensuring the availability of items of high value and cultural importance for future generations.

Evaluation: Number of organizations participating. Number of assessments conducted. Number of sites monitored. Number of items preserved, conserved and/or digitized.

Examples of Potential Project 3.2.1 Activities:
> Preservation Assessment
> Environmental Monitoring

<div align="center">♦♦♦</div>

Objective 3.3 - Improve library operations

Project 3.3.1 - Library Planning, Development, and Support

Summary: This project supports a variety of activities designed to improve library operations at the local, regional, and state level. This support includes, but is not limited to, professional consulting assistance; collection, analysis, and dissemination of library inputs, outputs, and performance measures; and provision of effective communications mechanisms such as the MBLC website and MBLC's Awarehouse site, which are used to make library staff and trustees aware of opportunities and best practices and to inform them of staff development and grant opportunities

Audience: Library trustees and staff of local libraries, affiliates, and partner organizations.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: The provision of more effective and efficient library and information services to all residents of Massachusetts.

Evaluation: Consultations provided on-site, virtual consultations (phone, Zoom, etc.), visits to MBLC website, usage of MBLC Awarehouse resources, geographic and economic distribution of applications for state and LSTA grants.

Examples of Potential Project 3.3.1 Activities:
> Public Library Advisory
> Collection, Analysis, and Dissemination of Data to Inform
> > Decision-Making
> MBLC Awarehouse
> MBLC Website Support

<div align="center">♦♦♦</div>

GOAL 4 - BUILD THRIVING COMMUNITIES

Massachusetts residents will have opportunities to discover and explore their personal and community histories, dialogue with other community members, engage new Americans, and to participate in and contribute to the vitality of their communities.

Needs Addressed by Goal 4:
- Commonwealth residents value education and learning but sometimes lack the resources and programs that can help improve their lives.
- Some Massachusetts libraries lack the resources to adequately serve specific populations including non-native speakers of English and persons with disabilities.
- Many Massachusetts libraries and museums have collections of significant historical and societal value that are at risk due to their age and the conditions under which they are housed.

LSTA Purposes Addressed by Goal 4:
- Facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry.
- Enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers.
- Enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology.

Grants to States Priorities Addressed by Goal 4:

- Expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills.
- Develop public and private partnerships with other agencies, tribes, and community-based organizations.
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.
- Target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved.

Goal 4 Measuring Success Focal Area: Civic Engagement

Objective 4.1 - Improve users' ability to participate in their community

Project 4.1.1 - Building Community Through the Historical Record (subgrants)

Summary: As enduring community institutions, libraries have long served as repositories for local history. They also have a key role to play in capturing and making community stories available and meaningful to all. The local library is uniquely positioned to capture, preserve, and share the diverse voices of its service population and the rich local experience.

Audience: Residents of communities awarded subgrants.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: This project is designed to use local history as a unifying factor to stimulate community conversations not just about the past, but about the present and future as well.

Evaluation: The exact evaluation mechanism and the metrics that will be used to evaluate subgrants awarded under the "Building Community Through the Historical Record" project will differ based on the exact nature of the local project. However, examples might include the number of items digitized or the number of oral histories created. The number of programs presented, the number of attendees, and participant reactions gathered through a post-program survey.

Examples of Potential Project 4.1.1 Activities:

Go Local

♦♦♦

Objective 4.2 - Improve users' ability to participate in community conversations around topics of concern

Project 4.2.1 - Building Community Through Inclusion and Interaction (direct and subgrants)

Summary: This project will provide subgrants to libraries that will enable them to engage diverse populations in their communities in meaningful and relevant ways that have the potential for increasing participants' involvement in community life. Examples of specific initiatives that may be funded include language circles, other ESOL (English to Speakers of Other Languages) programs, and Citizenship Corners that enrich both the material and human resources available to individuals seeking U.S. citizenship.

Audience: Individuals who are foreign-born, family members of individuals who are foreign-born, and others for whom English may be a second language.

Timetable: Anticipated ongoing 2023-2027

Desired Outcomes: Attainment of U.S. citizenship and increased participation in community life for individuals who are sometimes marginalized.

Evaluation: Number of libraries awarded subgrants, number of participants and countries of origin, number and type of events held, educational attainment/milestones achieved by participants (such as acquiring a graduate equivalency diploma), number of citizenships bestowed.

Examples of Potential Project 4.2.1 Activities:
> Civic Hub
> Citizenship/ ESOL

♦♦♦

COORDINATION EFFORTS

The Plan's narrative organizes all Goals under the IMLS Measuring Success Focal Areas and all projects for which LSTA funding is anticipated under the IMLS Measuring Success Intents. Crosswalk tables displaying these relationships in a graphic format can be found in APPENDIX A.

The MBLC will work with other state agencies and offices where appropriate to coordinate resources, programs, and activities and leverage, but not replace, federal and state investment in elementary and secondary education, early childhood education, workforce development and other federal programs and activities.

The MBLC currently works with several state agencies/organizations on a variety of initiatives:

- Massachusetts Department of Correction
- Massachusetts Department of Elementary and Secondary Education (with a particular focus on family engagement: https://www.doe.mass.edu/sfs/family-engagement-framework.pdf)
- Massachusetts Commission for the Deaf and Hard of Hearing
- Massachusetts Emergency Management Agency
- Massachusetts Commission on LGBTQ Youth

- Massachusetts Department of Mental Health
- Massachusetts State Historical Records Advisory Board
- Massachusetts State Treasurer/Office of Economic Empowerment.

The MBLC supports and oversees a diverse and multi-faceted configuration of organizations and initiatives that provide significant and valued support to all types of libraries throughout Massachusetts. Much of the funding for these organizations and the services they provide is designated in the MBLC's state legislative appropriation. For the purposes of clarity throughout this Plan, these entities are described as affiliates. They are not individually identified in Projects (Goals above) - the sharing of resources and working relationships are inextricably intertwined and tightly woven into the fabric of all MBLC programs.

AFFILIATES

Massachusetts Library System (MBLC): The MBLC funds the Massachusetts Library System whose mission is as follows:

The Massachusetts Library System, a state-supported collaborative, fosters cooperation, communication, innovation, and sharing among member libraries of all types. The MLS promotes equitable access to excellent library services and resources for all who live, work, or study in Massachusetts. MLS provides a wide range of continuing education and consulting to all types of libraries, manages delivery as a core element of statewide resource sharing, and collaborates with the MBLC and others on a range of program initiatives including statewide databases, eBook collections, and the Summer Reading Program.

Library for the Commonwealth: The MBLC funds the Boston Public Library to serve as the Library for the Commonwealth. As the Library for the Commonwealth, the Boston Public Library develops and maintains a statewide digital library that provides access to online media, research materials, multimodal reference services and information delivery, access to historical records and collections, and other resources responding to the informational, cultural, and educational needs of the Commonwealth. Library for the Commonwealth's free digitization activities are implemented in partnership with the Digital Commonwealth, an organization of libraries, museums and other cultural institutions, which is responsible for most of the training related to these statewide services.

Talking Book Libraries: The MBLC funds the Perkins Library at the Perkins School for the Blind in Watertown and the Talking Book Library at the Worcester Public Library to provide statewide access to library services and materials for people who are blind, visually impaired, physically disabled, and learning disabled. These libraries provide a range of services, including Braille and large print books, audio described DVDs, streaming books and audio newspapers, accessible reference services, audio equipment loan, and on-site assistive technology. The two libraries also provide training and technical assistance to organizations serving these populations.

Automated Library Networks: The MBLC provides funding and coordination support for nine automated library networks that provide electronic management systems for all core library operations, including: the library catalog, the ability to borrow from neighboring libraries,

circulation, patron registration and authentication, broadband Internet access, and other mission-critical services. These networks are membership organizations, and receive the majority of their funding in the form of dues from their member libraries.

Massachusetts Center for the Book: The MBLC funds the Massachusetts Center for the Book which is chartered as the Commonwealth Affiliate of the Center for the Book in the Library of Congress. The Massachusetts Center for the Book is a public-private partnership charged with developing, supporting, and promoting cultural programming that will advance the cause of books and reading and enhance the outreach potential of Massachusetts libraries. The Center for the Book conducts programs including the Massachusetts Book Awards, Letters About Literature, a variety of literacy programs, and Route 1 Reads.

PARTNERSHIPS

The MBLC Strategic Plan 2021-2025 includes *Goal 2: Cultivate Partnerships for Mutual Benefit: The MBLC develops robust relationships in support of libraries and their communities*. The objectives are as follows:

1. Continue to clarify the roles of library-related affiliates and partners in Massachusetts and communicate these roles to libraries, library advocates, legislators, and governing authorities
2. Identify and cultivate traditional and non-traditional partnerships.

EVALUATION PLAN

Specific measures were suggested for each of the projects envisioned for Federal Fiscal Years' 2023-2027 funding in the body of the Plan. Projects may include the following evaluation activities:

- Establishment of key performance indicators, with outcomes aligned to LSTA priorities, goals, focal areas, and intents
- Collection and analysis of key performance indicator data
- Articulation and tracking of input activities, outputs, and outcomes whenever possible
- Continuous monitoring and assessment throughout project activities
- Summative assessments at milestones, if applicable, and annually.

Example methods and types of data collected include:

- Surveys, focus groups, and/or interviews with outcomes-based questions
- Attendance, user, and usage statistics
- Time to complete data with baseline comparisons
- Counts (i.e., items created, applications submitted, reimbursements, etc.).

This data will be monitored, tracked, and assessed by the assigned project lead as well as collected and evaluated holistically by the LSTA coordinator. Projects including components of public and library staff instruction, content creation or acquisition, and planning and evaluation will be evaluated using outcomes-based assessment questions built into the program's reporting system.

STAKEHOLDER INVOLVEMENT

The *Library Services and Technology Act (LSTA) Grants to States Five-Year Plan (2023-2027)* is based on extensive input from the Massachusetts library community, from independent evaluators, and from other stakeholders. This includes information and data gathered through individual interviews, focus groups, and surveys.

In June of 2021, the MBLC participated with nine other states in the issuance of a joint Request for Proposals (RFP) for a "Cooperative Library Services and Technology Act Five-Year Plan Evaluation 2018-2022." The RFP was issued through the Council of State Library Agencies in the Northeast (COSLINE) and QualityMetrics LLC, headquartered in Silver Spring Maryland, was selected to carry out individual evaluations of each state's implementation of their LSTA plans. The assessment of MBLC's efforts in carrying out the 2028-2022 Plan was conducted by QualityMetrics Chief Executive Officer Dr. Martha Kyrillidou, assisted by associate researchers Joyce Chapman and William Wilson. The process used in the assessment included both retrospective and prospective components and gathered valuable information both for the evaluation and for the subsequent planning process. Interviews, focus groups, and a web-based survey were conducted in addition to an extensive review of State Program Report (SPR) data.

QualityMetrics was subsequently engaged to facilitate MBLC's LSTA planning process. An additional web-based survey of stakeholders was carried out as part of this process. Frequent Zoom sessions were conducted by QualityMetrics that involved the MBLC Director, Head of Library Advisory and Development, and other state library agency staff. A total of 361 individuals responded to the web-based survey that was part of the planning phase between April 5 - April 19, 2022.

Another important aspect of the planning process was the integration of information gleaned by MBLC during its own internal strategic planning process. MBLC's *Strategic Plan FY 2021-2025*, which was adopted in October 2020, involved substantive input from MBLC Commissioners and from the State Advisory Council on Libraries. Although the strategic plan encompasses elements such as library construction and internal processes that are either ineligible for LSTA funding or only marginally related to the Grants to States program, the strategic plan also outlines a vision, mission, and values that are based on MBLC's ongoing assessment of library and information needs in the state.

In short, the *Massachusetts' Library Services and Technology Act (LSTA) Grants to States Five-Year Plan (2023-2027)* is based on stakeholder input secured through a variety of quality sources over the span of the last several years.

COMMUNICATION & PUBLIC AVAILABILITY

Upon approval of the *Library Services and Technology Act (LSTA) Grants to States Five-Year Plan (2023-2027)* by IMLS, the Plan will be posted on the MBLC website (https://mblc.state.ma.us/) and will be provided in hard copy upon request. The Plan's availability and its content will be promoted through meetings with various stakeholders and potentially may be featured in special presentations at professional conferences and other public gatherings.

Any substantive revisions to the Plan will be submitted to IMLS in accordance with IMLS guidelines and the provisions of the Museum and Library Services Act. The MBLC will publicize the achievement of significant milestones identified in the Plan as well as ongoing results of its efforts. MBLC will also comply with reporting requirements through the SPR. Finally, both achievements and shortcomings will be shared with stakeholders within the state as part of an ongoing effort to improve performance and to increase the positive impact of projects and activities.

MONITORING

The implementation of Massachusetts' *Library Services and Technology Act (LSTA) Grants to States Five-Year Plan (2023-2027)* will be monitored on a continuous basis. Appropriate MBLC staff will be assigned to track the execution of all aspects of the Plan. Specific staff will be tasked with preparing and generating relevant reports as required as well as to inform decision making. An important component of this tracking will be the monitoring of sub-grant projects funded with LSTA dollars. Select sub-grantees will be required to submit semi-annual status reports and all sub-grantees will be required to submit final reports on the status and results of each project. This will be supplemented with a combination of on-site monitoring visits, phone calls, emails, and other virtual contact.

All projects, including sub-grant projects as well as those directly administered by MBLC, will be monitored on a regular basis as ongoing activities are conducted, documented, and measured. Information and data collected as part of this process will be used to inform MBLC's reporting to IMLS in the annual SPR.

Monitoring will comply with the requirements and procedures outlined in 2 CFR 200.327-332
- 2 CFR 200.327 - Financial Reporting
- 2 CFR 200.328 - Monitoring and Reporting Program Performance
- 2 CFR 200.329 - Reporting on Real Property
- 2 CFR 200.330 - Subrecipient and Contractor Determination
- 2 CFR 200.331 - Requirements for Pass-Through Entities
- 2 CFR 200.332 - Fixed Amount Subawards

APPENDIX A - CROSSWALK TABLES

MASSACHUSETTS Goal 1 - Promote Learning and Skill Development
Measuring Success Focal Areas and Intents

	1.1.1 Summer Reading Support	1.1.2 Pre/Early Literacy Initiatives	1.1.3 Active Learning	1.2.1 Financial Literacy	1.3.1 Health & Wellness	1.4.1 Parenting Initiatives	1.5.1 Workforce & Business Development
Lifelong Learning	YES	YES	YES				
Improve users' formal education							
Improve users' general knowledge and skills	YES	YES	YES				
Information Access							
Improve users' ability to discover information resources							
Improve users' ability to obtain and/or use information resources							
Institutional Capacity							
Improve the library workforce							
Improve the library's physical and technological infrastructure							
Improve library operations							
Economic & Employment Development							YES
Improve users' ability to use resources and apply information for employment support							YES
Improve users' ability to use and apply business resources							
Human Resources				YES	YES	YES	
Improve users' ability to apply information that furthers their personal, family or household finances				YES			
Improve users' ability to apply information that furthers their personal or family health & wellness					YES		
Improve users' ability to apply information that furthers their parenting and family skills						YES	
Civic Engagement							
Improve users' ability to participate in their community							
Improve users' ability to participate in community conversations around topics of concern							

MASSACHUSETTS Goal 2 - Enable Access
Measuring Success Focal Areas and Intents

	2.1.1 Enhanched Finding and Sharing Tools	2.2.1 Enhanced Resources - Databases	2.2.2 Enhanced Resources - Other E-Content	2.2.3 Outreach to the Underserved			
Lifelong Learning							
Improve users' formal education							
Improve users' general knowledge and skills							
Information Access	YES	YES	YES	YES			
Improve users' ability to discover information resources	YES						
Improve users' ability to obtain and/or use information resources		YES	YES	YES			
Institutional Capacity							
Improve the library workforce							
Improve the library's physical and technological infrastructure							
Improve library operations							
Economic & Employment Development							
Improve users' ability to use resources and apply information for employment support							
Improve users' ability to use and apply business resources							
Human Resources							
Improve users' ability to apply information that furthers their personal, family or household finances							
Improve users' ability to apply information that furthers their personal or family health & wellness							
Improve users' ability to apply information that furthers their parenting and family skills							
Civic Engagement							
Improve users' ability to participate in their community							
Improve users' ability to participate in community conversations around topics of concern							

MASSACHUSETTS Goals 3 & 4 - Strengthen Libraries (3) and Build Thriving Communities (4)
Measuring Success Focal Areas and Intents

	3.1.1 Staff and Trustee Development & Training	3.2.1 Preservation, Conservation, Digitization, and Disaster Preparedness	3.3.1 Library Planning, Development, and Support	4.1.1 Building Community Through the Historical Record	4.2.1 Building Community Through Inclusion		
Lifelong Learning							
Improve users' formal education							
Improve users' general knowledge and skills							
Information Access							
Improve users' ability to discover information resources							
Improve users' ability to obtain and/or use information resources							
Institutional Capacity	YES	YES	YES				
Improve the library workforce	YES						
Improve the library's physical and technological infrastructure		YES					
Improve library operations			YES				
Economic & Employment Development							
Improve users' ability to use resources and apply information for employment support							
Improve users' ability to use and apply business resources							
Human Resources							
Improve users' ability to apply information that furthers their personal, family or household finances							
Improve users' ability to apply information that furthers their personal or family health & wellness							
Improve users' ability to apply information that furthers their parenting and family skills							
Civic Engagement				YES	YES		
Improve users' ability to participate in their community				YES			
Improve users' ability to participate in community conversations around topics of concern					YES		

ASSURANCES

The following assurances are being submitted with this Plan:

- 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)
- Non-Construction Assurance Form (SF-424B)
- 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