LSTA Grant Manual: Sub-Grant Information & Guidelines

FFY 2017
(For sub-grants awarded in the first-year period October 1, 2017 – September 30, 2018)

South Carolina State Library, Library Development Services

Library Service and Technology (LSTA) grants are made possible by the Institute of Museum and Library Services and are administered in South Carolina by the South Carolina State Library.
I. Memo & Confirmation of Receipt
MEMO

TO: LSTA Subgrant Awardees/Project Managers
FROM: South Carolina State Library
RE: LSTA Manual
DATE: September 27, 2017

The LSTA Manual: Subgrant Information and Guidelines is presented here for your FFY2017 (State Fiscal year 2018) LSTA grant award. The grant award was previously mailed to you. If you have not already returned the Terms and Conditions and the Certification documents sent in that award packet, please do so now. This manual includes additional procedures and requirements for managing your grant and fulfilling your obligations as project manager.

Please read through the manual and become familiar with all aspects of LSTA grant administration. You should place copies of your grant application, award, and any correspondence with the State Library in this binder. You will need to refer to this information during the course of the grant year.

With this memo you will find a “Confirmation of Receipt” form. Please sign and return this (along with any unsigned Terms and Conditions and the Certification documents) to the State Library as soon as possible.

The manual also contains some examples of current forms you may need over the course of the year. These are also available on our libguide (http://statelibrary.sc.libguides.com/lsta/lsta-grant-programs) and will be emailed to you upon request.

You will receive a visit during the grant period from a State Library staff member who will be assigned to discuss the progress of your grant project with you and provide any assistance you may need. If you are scheduling a program related to your grant project and would like a representative from SCSL to attend, please contact us.

This manual should answer most of your questions about managing your LSTA project, but it is not intended to take the place of personal communication. Please do not hesitate to contact the State Library for assistance in fulfilling your grant requirements.

Any changes to the grant activities or budget require approval (although not all require new paperwork). Please do keep in touch especially if things aren’t going as planned. We are here to help! You can reach us by email (preferred) or by phone. Please contact Monique Walker, LSTA Coordinator, with any need: mwalker@statelibrary.sc.gov, (803) 734-0436.

Have fun with your project! We look forward to working with you this year.
Confirmation of Receipt

I have received the LSTA Manual, which contains information for Library Directors, Finance Officers, and Project Managers about the requirements for administering a project funded by an LSTA subgrant awarded to my institution.

Agency/Library/Organization Name

Library Director Signature  Print Name  Date

Project Manager Signature  Print Name  Date
(if different from Library Director)

Please return this form to:

LSTA Coordinator
South Carolina State Library
1500 Senate Street
Columbia, SC 29201
II. Introduction
Introduction

*LSTA Manual: Sub-Grant Information and Guidelines* is provided by the South Carolina State Library to describe the federal LSTA grant funding program provided by the Institute of Museum and Library Services and administered by the State Library for the support of library services in South Carolina. Included in this manual are the funding categories and priorities for the allocation for Federal Fiscal Year 2017 / SC State Fiscal Year 2018, the requirements and criteria by which sub-grant applications will be rated, information about the grant application and grant award processes, and forms related to the administration of the program.

The LSTA was signed into law on September 30, 1996. FY97 was a year of transition, marking the end of the Library Services and Construction Act (LSCA) program and the beginning of the current Library Services and Technology Act (LSTA) program. Known originally as the Library Services Act, the LSTA program had been in existence, in various forms and with various priorities, since 1956. LSTA in its current form was most recently reauthorized in 2010. The LSTA program is administered at the federal level by the Institute of Museum and Library Services (IMLS). The Catalog of Federal Domestic Assistance (CFDA) number for LSTA is 45.310.

Each state creates a plan that determines the uses of LSTA funds for a five year period. The current five year period is 2013-2017. Each plan presents the Federal purposes for use of LSTA funds, and the service goals for the state. The current South Carolina Five Year Plan for 2013-2017 was submitted to IMLS in March 2012 and was approved. For information about the Five Year Plan contact Library Development Services at the State Library.

All LSTA subgrants in South Carolina are one-year grants. Funds are disbursed as *reimbursements* for grant-related expenditures made by awardee libraries, upon receipt of invoices/receipts submitted for approved expenditures.
III. Responsibilities & Certifications
Responsibilities of the State Library's Grants Consultant

It is the responsibility of the South Carolina State Library LSTA Grants Consultant to assist you in completing a successful project. The Consultant is also responsible for monitoring all aspects of your project—programmatic and financial—and reporting the results to the Federal funding agency, i.e. the Institute of Museum and Library Services (IMLS).

The LSTA Consultant’s responsibilities include:

1) Managing the grant application, review, and award process.
2) Communicating frequently with grantees and soliciting feedback.
3) Advising the project manager on programmatic and/or financial issues that may arise.
4) Completing site visits to assist with and monitor projects in the field.
5) Reviewing and processing reports and reimbursement requests.
6) Approving all contract revisions in accordance with the contract.
7) Ensuring that the disbursement of funds is made only after all requirements have been met.
8) Submitting a final annual report about LSTA expenditures to IMLS.
9) Documenting exceptional grant projects and helping spread the word of their successes.
Responsibilities of the Grantee Library and Project Manager

The library, network, cooperating group, school, or regional library system, as the recipient of this award, is known as the grantee. As such, it contracts with the State Library to expend awarded funds in accordance with the plan set out in the grant proposal/application and to accomplish the objectives as approved. A Project Manager must be assigned to the project and will be primarily responsible for meeting contract obligations and approved goals.

The Library Director may serve as the Project Manager, but it is recommended that the Library Director or other high-level staff strive to include junior staff in the implementation of an LSTA project. The experience for learning project and budget management skills is invaluable for library staff, and the guidance of mentoring supervisors will increase the likelihood of success in future projects.

Responsibilities of the Grantee Library and Project Manager:

1) Follow all state and federal laws.
2) Understand and sign the contractual agreements between the South Carolina State Library (SCSL) and the Grantee. (Terms & Conditions and Certifications)
3) Carry out the action plan as stated in the original proposal/application or with approved changes.
4) Request approval from SCSL for revisions to programming plans or budget.
5) Appoint a Project Manager who will be primarily responsible for the project and the grant administration.
6) Give recognition to LSTA, the Institute of Museum and Library Services (IMLS), and SCSL in all grant publicity.
7) Notify the LSTA Coordinator immediately in the Project Manager leaves or will be absent from the project for more than three months.
8) Meet reporting deadlines. In general, all receipts/financials must be submitted by August, and all programmatic reporting is due in October.
9) Expend funds only for items and purposes allowable under federal and state law and federal OMB regulations, only for the items and purposes described in the project application or later approved revisions, and within the contracted time frame.
10) Regularly submit reimbursement request forms with appropriate documentation of expenditures.
11) Submit, along with the reimbursement request form, invoice(s) describing the purchase and proof of payment.
12) Track reimbursement requests, expenditures, and obligations. Even if your library’s business office or the county treasurer is ultimately responsible for the accounting, the Project Manager must still be aware of and accountable for each grant dollar spent.
13) Regularly submit copies of evaluative findings, survey results, and media examples.
14) Evaluate the project process and meeting of goals and objectives.
15) Prepare for site visits from SCSL as scheduled.
16) Spend all federal funds (down to zero with no remaining balance) and provide the required local match.
17) Document your local match and maintain files that would pass an audit.
18) Maintain grant records for three years past the close of the grant. For this grant, records must be kept until at least December, 2020. It is recommended, however, that your library maintain basic files for all federal awards beyond this initial retention schedule for your own auditing purposes.
IV. General LSTA Overview for Applicants
Federal and State Purposes of LSTA Funds

Federal Purposes:

The LSTA program represents a modernization and reconfiguration of the LSCA, building on the strengths of that program but sharpening the focus on technology, resource sharing, and targeted services. The LSTA purposes as reissued by IMLS (20 U.S.C. § 9121) are to:

- Enhance coordination among federal programs that relate to library and information services;
- Promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
- 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;
- 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;
- Enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;
- Ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;
- Enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
- Promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.


- Expand 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;
- Establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- 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;
- Enhance efforts to recruit future professionals to the field of library and information services;
- Develop public and private partnerships with other agencies and community-based organizations;
- Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, 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;
• Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and
• Carry out other activities consistent with the purposes set forth in section 9121, as described in the SLAA's plan.

(Purposes and Priorities were accessed on 10/30/2015 from https://www.imls.gov/grants/grants-state/purposes-and-priorities-lsta)

State Purposes for LSTA Funds

The seven goals for the South Carolina 2013-2017 Five Year Plan are:

1. Information and library services are expanded and are made more accessible, taking advantage of collaborative and partnering opportunities whenever possible, and are aligned with documented needs of South Carolinians.
2. Recruitment and training of library staff are improved to increase leadership and skills needed to better serve the public.
3. Libraries play a larger role in children’s lives, particularly children at risk, and especially in regard to reading and family literacy.
4. Access to quality library services is enhanced for people who have difficulty using a library.
5. Library services are improved, through collaborative and partnering efforts whenever possible, for people of diverse geographic, cultural, and socioeconomic backgrounds, for people with disabilities, and for people with limited functional literacy.
6. The technological environment of libraries, including linkages between libraries, is improved to enhance access to information and services.
7. All people in South Carolina have access to information through electronic resource sharing.

(The full Five Year Plan for South Carolina can be found here: http://statelibrary.sc.libguides.com/c.php?g=11789&p=62152)
Subgrant Eligibility and Grant Categories; Consultation

Eligibility for LSTA Awards
Unless otherwise announced, LSTA subgrants are available only to South Carolina public libraries. There may be some exceptions for academic and school libraries depending on the grant program. Awards and reimbursements can only be made to a library or other agency; even grants for individual expenses such as conferences or tuition must be made to the awardee’s employer library. LSTA grants and grant categories are not guaranteed for more than a one year time period. New applications must be submitted and approved for each year.

Grant Categories & Promotion
Competitive and non-competitive sub-grant programs are generally offered in each fiscal year. If a program is listed as competitive, it means that public libraries are invited to apply and awards are made on the basis of stated criteria after applications are reviewed and scored by a committee. The committee generally consists of SCSL staff members (including the project manager and LSTA Coordinator) but may include outside parties as appropriate. Awards will be made up to the available dollar limit in any cycle. In competitive programs, not all eligible projects may receive their full funding request or any award at all depending on the results of the review process and number of applicants in a limited award program. Competitive grants generally have a stated deadline, after which applications may not be accepted. Applications are then reviewed after this deadline and a decision is made about awardees in the pool of applicants.

Non-competitive grant programs are generally offered statewide to any public library that wishes to participate, with simpler criteria for acceptance into the program. The number of awards may be limited and the awards may be made on a first-come, first served basis. Other non-competitive programs may be made available only to specific, defined applicants based on state goals and statewide needs assessment performed by the SCSL staff. Non-competitive grants generally do not have a stated deadline, and may be awarded on a first-come, first-served basis until funding runs out for that grant category. Contact the LSTA Coordinator if there is a question as to the availability of a certain grant program.

For all grant programs, the LSTA Coordinator will distribute guidelines outlining specific eligibility criteria as well as the application document itself and its deadline (if applicable). LSTA grant information is promoted in the following ways:
- An email to the Public Library Director listserv
- An email to public library grant coordinators or other relevant staff
  (Please let the LSTA Coordinator know if you would like to be put on this list.)
- An email to other listservs as appropriate
- An email to individuals who requested information about a grant program
- A post on the LSTA Libguide on the SCSL website: http://statelibrary.sc.libguides.com/lsta/lsta-grant-programs
- A blurb in the SCSL More… newsletter
Consultation Services
Consultation on project ideas and the application process is available from SCSL Library Development staff upon request. Contact SCSL staff as needed.

For general questions about the LSTA program and grant procedures, contact:

Director of Library Development
ksheppard@statelibrary.sc.gov
803-734-8653

(NOTE: Email is the preferred method of contact because of personal preferences and so that grant communication is in writing for compliance with federal administration regulations and protections.)

Other Library Development Services Consultants
The following SCSL staff people may be grant project managers, or they may be able to offer guidance and advice about grant program ideas you may have.

- Kathy Sheppard, Library Development Manager
  ksheppard@statelibrary.sc.gov (803-734-8163)
- Scott Murphy, Senior Library Development Consultant
  smurphy@statelibrary.sc.gov (803-734-8284)
- Youth Services Consultant (position vacant)
- Kristi Sligh, Continuing Education Consultant
  ksligh@statelibrary.sc.gov (803-734-8663)
- Denise Lyons, Deputy Director for Statewide Development
  dlyons@statelibrary.sc.gov (803-734-6061)
LSTA Grant Programs

While LSTA funding is not guaranteed for any one program in any grant cycle, the following programs are generally offered each year. Specific guidelines and applications are distributed when the grant program is available. Each year, the application and/or guidelines for each program may change, so be sure to use the most current grant application.

Large Competitive Grants
LSTA grants are available for large projects or pilot programs, with the average award being about $20,000. These grants are capped at $50,000. This grant program seeks to fund innovative one-year projects developed by public libraries. Although there are some funding preferences each year, the topic, outcomes, audience, activities, etc. are relevant to the federal and state goals. Within those goals, applicants are free to create a program that meets the needs of their individual communities. This is a highly competitive process with a more complex application than other grant programs.

The announcement for large grants is generally made in January or February each year, with decisions on awards made by May or June. Projects then start the following October in the new federal fiscal year. For example:
- Application release in January 2017
- Application deadline in March or April 2017
- Committee review in April 2017
- Awards made in late May or early June 2017
- Project activities and expenditures begin in October 2017
- Project ends September 2018
- Report on the project is due at the end of October 2018

Tuition Assistance Grants
Grants of LSTA funds are available for library staff seeking a Masters degree in Librarianship (MLIS, MLS, or similar) at any ALA-accredited program. Reimbursement is made for tuition expenses only, for coursework that prepares librarians to develop, expand, deliver, or promote services and programs that are related to the six federal LSTA purposes. General introductory librarianship courses, and coursework in other areas of librarianship not directly applicable to the six purposes, cannot be reimbursed. Grants are awarded shortly before the Fall and Spring semesters begin. The LSTA Coordinator makes funding decisions based upon available funding and number of applicants.

Continuing Education Grants
LSTA grants are available for public library staff wishing to expand their professional knowledge by attending a professional conference or taking an online course. Reimbursement of related expenses is available for conference or course attendance that allows librarians to develop, expand, deliver, or promote services and programs that are related to the six federal purposes. These grants are open year round until funding runs out, and are awarded on a first-come, first-served basis. Only one CE Grant will be available for each library system each year, and there are limitations on who may apply and for what conference. See the current year's guidelines for more details.

Library Development may select specific public library staff (or open up a special mini-grant competitive process grant) to attend certain conferences such as those for CSLP, PLA Boot
Camp, Library Journal Directors' Summit, etc. The LSTA Consultant will discuss with those individuals what their application process and award limitations will be. If a library system is selected to attend a specific conference, their library system will be eligible to apply for a "general" CE grant as well.

**Summer Reading Program Grants**

Grants for summer reading program activities are available every year. An application for funding, if accepted, will result in a reimbursement to the County for qualifying expenditures for activities up to a pre-determined amount (generally $1000.) Awards are made in the spring for implementation in the summer. All county systems are strongly encouraged to apply.

**SRP Grant Program Goals:**
- Increase community participation in summer reading programs, including groups not usually represented (teens, parent/caregivers, ethnic/racial/cultural groups under-represented in previous years)
- Increase awareness of the importance of reading to academic achievement
- Increase reading activity in general
- Increase documentation of participation in summer reading activities

**Planning Grants**

LSTA grants are awarded to a small number of libraries each year for hiring a consultant to perform a community needs assessment or assist the library in developing a strategic plan. This grant may be used for system-wide or program planning that is NOT specifically related to construction or renovation of the library. This grant is open throughout the year and is awarded on a first-come, first-served basis.

**Mini-Grants**

There are generally a few Mini-Grant opportunities each year. Each grant program is different; some may be competitive, some may be awarded on a first-come, first-served basis, and they are released at different times of the year. Each program will have its own guidelines. Recent past mini-grant programs include:
- Book To Action
- AWE Stations
- Game On!
- Grandfamilies
- STEAM Carolina
- Assistive Technology
LSTA Application Process

1. The State Library Director determines if funds will be made available in the upcoming LSTA two-year appropriation cycle for local sub-grant programs.
2. SCSL forms, guidelines, and related web pages are revised to reflect the new cycle dates and any other changes in policy or procedures, agency priorities, or availability of funds.
3. Announcement of the available subgrant programs is made via email to Library Directors and library staff as appropriate to each program.
4. New guidelines and application forms are created and distributed via email and are made available on the State Library's website.
5. Libraries applying for grants gather all required documents and complete the application, submitting within the time frame indicated. When a deadline is specified, applications received after that date may not be considered.
6. Applicants can assign **indirect costs** to their grant application. An indirect cost is an organization's incurred cost that cannot be readily isolated or identified with just one project or activity. These types of costs are often referred to as "overhead costs" or "F&A costs." Typical examples are charges for utilities, general insurance, use of office space and equipment that you own, local telephone service, and the salaries of the management and administrative personnel of the organization. Applicants may choose one of three options. Option (a) is generally recommended for easier grant administration, but the OMB regulations allow the applicant to claim indirect costs.
   a. Do not include any indirect costs as part of the LSTA grant budget. (Put $0 in the budget for this line item.) These may be included as part of your in-kind match if you have a rate and documentation for it. (See "Documenting Your Match".)
   b. Use a current indirect cost rate that has been negotiated with a federal agency. Include a copy of the current negotiated agreement as an attachment. Documentation of expenses related to indirect costs is required for reimbursement.
   c. If you have no federal rate but would like to include these costs as a budget line item, you may select a 10% de minimus rate (up to 10% of the direct costs for the grant). Documentation of expenses related to indirect costs is required for reimbursement.
7. Applicants generally should email signed PDF scans of applications to the LSTA Consultant. Mailed applications will be accepted.
   a. The LSTA Consultant will confirm receipt of the application within a week.
   b. If you are not notified of receipt of the application within a week, notify the LSTA Consultant. The application may have been lost in transit.
   c. If there are any problems in getting signatures for the application, contact the LSTA Consultant. Some applications may be accepted without the signatures if they are pre-approved. Signatures would be required by the time of award, however.
8. In general, applicants are encouraged not to wait until right before the deadline to submit their applications. If there are any major submission problems that an applicant foresees that will cause a grant application to be late, contact the LSTA Consultant to see if an extension is possible. Extensions are not generally granted very close to the application due date out of fairness to other applicants except in some emergency situations.
9. Applications are received by the State Library and are evaluated according to criteria for the particular program.
a. For non-competitive (first-come, first-served) grants, the LSTA Consultant will review and determine the acceptance of the application for an award. Occasionally s/he will consult with other SCSL staff members or s/he may request further information/clarification from the applicant.

b. For competitive grants, a committee will review all applications. The committee generally consists of SCSL Leadership Team members, but others may be called in to review. The committee may use a scoring rubric for quantitative evaluation. The committee meets to discuss qualitative evaluation of the applications and to negotiate which projects to fund and size of awards.

   i. Reviewers adhere to a conflict of interest policy that ensures that no applicant will receive preferential treatment for funding outside of the merits of their application and proposed project.

10. Grants awards are subject to funding availability. Some applicants may not receive any award because of such factors as a large number of applicants, a limited amount of funds for the grant project, the quality of their grant application in relation to others received, etc. Some applicants may be awarded a reduced amount, which may require a retouching of the project budget, activities, and outcomes.

   a. In the case of Large Competitive grants, the LSTA Consultant may request additional information or an amended application and budget before an award is made. The LSTA Consultant is the liaison between the applicant and the grant review committee, and the committee may have conditions for funding which will be communicated by the LSTA Consultant. A reduced award will require an amended budget and amended grant plan before the final award is made.

   b. In general, all applicants should consider a contingency plan with a smaller budget in case reduced funding is offered.

11. In order to be considered eligible recipients of LSTA funds, public library systems must be in compliance with statutory requirements and LSTA requirements.

12. The application and financial administration processes are somewhat simplified for smaller grant programs. Applicants must read announcements and instructions for each grant program carefully.

13. All applicants will be notified (generally via email from the LSTA Consultant) whether or not they received an LSTA award. Awardees will be sent an award packet soon thereafter, pending approval from the SCSL Director. (See "Grant Award and Administration Procedures").

   a. For those who were not awarded a grant, the LSTA Consultant may be able to provide feedback based on the grant committee’s discussion.

   b. If there are any formal complaints or request for appeals about the grant application and selection process, please contact the SCSL Director. (See "Comment/Complaint Procedures" and "Grant Award and Administrative Procedures"). Otherwise, the LSTA Consultant will receive any other feedback about the grant application if applicable.
Comment/Complaint Procedure

Comments, suggestions for improvement, or complaints about the LSTA program as administered by the South Carolina State Library should be addressed to the State Library Director. The Director will discuss them with the LSTA Consultant, and both will address the complaint together in a timely manner. The State Library will accept complaints or questions about LSTA from any South Carolina resident or any member of the South Carolina library community.

The LSTA Consultant will respond as appropriate to the situation, either through a phone call, an email message or a formal letter. If the person asking the question or making the comment or complaint is not satisfied with the information provided by the LSTA Consultant, the question or complaint will be further discussed with the State Library Director, who will respond as appropriate to the situation, either through a phone call, an email message or a formal letter.

Informal feedback or questions about forms, procedures, grant programs, reports, etc. may be addressed to the LSTA Consultant at any time. Refer to the complaint procedure above if the LSTA Consultant does not satisfactorily assist applicants and awardees.
Federal and State Purposes of LSTA Funds

Federal Purposes:

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(Purposes and Priorities were accessed on 10/30/2015 from https://www.imls.gov/grants/grants-state/purposes-and-priorities-lsta)

State Purposes for LSTA Funds

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  (Please let the LSTA Coordinator know if you would like to be put on this list.)
- An email to other listservs as appropriate
- An email to individuals who requested information about a grant program
- A post on the LSTA Libguide on the SCSL website
Consultation Services
Consultation on project ideas and the application process is available from SCSL Library Development staff upon request. Contact SCSL staff as needed.

For general questions about the LSTA program and grant procedures, contact the LSTA Grants Consultant or any of the personnel listed below.

(NOTE: Email is the preferred method of contact because of personal preferences and so that grant communication is in writing for compliance with federal administration regulations and protections.)

Other Library Development Services Consultants
The following SCSL staff people may be grant project managers, or they may be able to offer guidance and advice about grant program ideas you may have.

- Kathy Sheppard, Director of Library Development
  ksheppard@statelibrary.sc.gov  (803) 734-8163
- Rebecca Antill, Youth Services Consultant
  rantill@statelibrary.sc.gov  (803) 734-8284
- Tiffany Hayes, Continuing Education Consultant
  thayes@statelibrary.sc.gov  (803-545-4206)
- Donna Lolos, Library Development Consultant
  dlyons@statelibrary.sc.gov  (803-734-8653)
LSTA Grant Programs

While LSTA funding is not guaranteed for any one program in any grant cycle, the following programs are generally offered each year. Specific guidelines and applications are distributed when the grant program is available. Each year, the application and/or guidelines for each program may change, so be sure to use the most current grant application.

Large Competitive Grants
LSTA grants are available for large projects or pilot programs, with the average award being about $20,000. These grants are capped at $50,000. This grant program seeks to fund innovative one-year projects developed by public libraries. Although there are some funding preferences each year, the topic, outcomes, audience, activities, etc. are relevant to the federal and state goals. Within those goals, applicants are free to create a program that meets the needs of their individual communities. This is a highly competitive process with a more complex application than other grant programs.

The announcement for large grants is generally made in January or February each year, with decisions on awards made by May or June. Projects then start the following October in the new federal fiscal year. For example:
- Application release in January 2018
- Application deadline in March or April 2018
- Committee review in April 2018
- Awards made in late May or early June 2018
- Project activities and expenditures begin in October 2018
- Project ends September 2019
- Report on the project is due at the end of October 2019

Tuition Assistance Grants
Grants of LSTA funds are available for library staff seeking a Masters degree in Librarianship (MLIS, MLS, or similar) at any ALA-accredited program. Reimbursement is made for tuition expenses only, for coursework that prepares librarians to develop, expand, deliver, or promote services and programs that are related to the six federal LSTA purposes. General introductory librarianship courses, and coursework in other areas of librarianship not directly applicable to the six purposes, cannot be reimbursed. Grants are awarded shortly before the Fall and Spring semesters begin. The LSTA Coordinator makes funding decisions based upon available funding and number of applicants.

Continuing Education Grants
LSTA grants are available for public library staff wishing to expand their professional knowledge by attending a professional conference or taking an online course. Reimbursement of related expenses is available for conference or course attendance that allows librarians to develop, expand, deliver, or promote services and programs that are related to the six federal purposes. These grants are open year round until funding runs out, and are awarded on a first-come, first-served basis. Only one CE Grant will be available for each library system each year, and there are limitations on who may apply and for what conference. See the current year's guidelines for more details.

Library Development may select specific public library staff (or open up a special mini-grant competitive process grant) to attend certain conferences such as those for CSLP, PLA Boot
Camp, Library Journal Directors' Summit, etc. The LSTA Consultant will discuss with those individuals what their application process and award limitations will be. If a library system is selected to attend a specific conference, their library system will be eligible to apply for a "general" CE grant as well.

**Summer Reading Program Grants**
Grants for summer reading program activities are available every year. An application for funding, if accepted, will result in a reimbursement to the County for qualifying expenditures for activities up to a pre-determined amount (generally $1000.) Awards are made in the spring for implementation in the summer. All county systems are strongly encouraged to apply.

**SRP Grant Program Goals:**
- Increase community participation in summer reading programs, including groups not usually represented (teens, parent/caregivers, ethnic/racial/cultural groups under-represented in previous years)
- Increase awareness of the importance of reading to academic achievement
- Increase reading activity in general
- Increase documentation of participation in summer reading activities

**Planning Grants**
LSTA grants are awarded to a small number of libraries each year for hiring a consultant to perform a community needs assessment or assist the library in developing a strategic plan. This grant may be used for system-wide or program planning that is NOT specifically related to construction or renovation of the library. This grant is open throughout the year and is awarded on a first-come, first-served basis.

**Mini-Grants**
There are generally a few Mini-Grant opportunities each year. Each grant program is different; some may be competitive, some may be awarded on a first-come, first-served basis, and they are released at different times of the year. Each program will have its own guidelines. Recent past mini-grant programs include:
- Book To Action
- AWE Stations
- Game On!
- Grandfamilies
- STEAM Carolina
- Assistive Technology
LSTA Application Process

1. The State Library Director determines if funds will be made available in the upcoming LSTA two-year appropriation cycle for local sub-grant programs.
2. SCSL forms, guidelines, and related web pages are revised to reflect the new cycle dates and any other changes in policy or procedures, agency priorities, or availability of funds.
3. Announcement of the available subgrant programs is made via email to Library Directors and library staff as appropriate to each program.
4. New guidelines and application forms are created and distributed via email and are made available on the State Library’s website.
5. Libraries applying for grants gather all required documents and complete the application, submitting within the time frame indicated. When a deadline is specified, applications received after that date may not be considered.
6. Applicants can assign indirect costs to their grant application. An indirect cost is an organization's incurred cost that cannot be readily isolated or identified with just one project or activity. These types of costs are often referred to as "overhead costs" or "F&A costs." Typical examples are charges for utilities, general insurance, use of office space and equipment that you own, local telephone service, and the salaries of the management and administrative personnel of the organization. Applicants may choose one of three options. Option (a) is generally recommended for easier grant administration, but the OMB regulations allow the applicant to claim indirect costs.
   a. Do not include any indirect costs as part of the LSTA grant budget. (Put $0 in the budget for this line item.) These may be included as part of your in-kind match if you have a rate and documentation for it. (See “Documenting Your Match”.)
   b. Use a current indirect cost rate that has been negotiated with a federal agency. Include a copy of the current negotiated agreement as an attachment. Documentation of expenses related to indirect costs is required for reimbursement.
   c. If you have no federal rate but would like to include these costs as a budget line item, you may select a 10% de minimus rate (up to 10% of the direct costs for the grant). Documentation of expenses related to indirect costs is required for reimbursement.
7. Applicants generally should email signed PDF scans of applications to the LSTA Consultant. Mailed applications will be accepted.
   a. The LSTA Consultant will confirm receipt of the application within a week.
   b. If you are not notified of receipt of the application within a week, notify the LSTA Consultant. The application may have been lost in transit.
   c. If there are any problems in getting signatures for the application, contact the LSTA Consultant. Some applications may be accepted without the signatures if they are pre-approved. Signatures would be required by the time of award, however.
8. In general, applicants are encouraged not to wait until right before the deadline to submit their applications. If there are any major submission problems that an applicant foresees that will cause a grant application to be late, contact the LSTA Consultant to see if an extension is possible. Extensions are not generally granted very close to the application due date out of fairness to other applicants except in some emergency situations.
9. Applications are received by the State Library and are evaluated according to criteria for the particular program.
a. For non-competitive (first-come, first-served) grants, the LSTA Consultant will review and determine the acceptance of the application for an award. Occasionally s/he will consult with other SCSL staff members or s/he may request further information/clarification from the applicant.

b. For competitive grants, a committee will review all applications. The committee generally consists of SCSL Leadership Team members, but others may be called in to review. The committee may use a scoring rubric for quantitative evaluation. The committee meets to discuss qualitative evaluation of the applications and to negotiate which projects to fund and size of awards.
   i. Reviewers adhere to a conflict of interest policy that ensures that no applicant will receive preferential treatment for funding outside of the merits of their application and proposed project.

10. Grants awards are subject to funding availability. Some applicants may not receive any award because of such factors as a large number of applicants, a limited amount of funds for the grant project, the quality of their grant application in relation to others received, etc. Some applicants may be awarded a reduced amount, which may require a retooling of the project budget, activities, and outcomes.
   a. In the case of Large Competitive grants, the LSTA Consultant may request additional information or an amended application and budget before an award is made. The LSTA Consultant is the liaison between the applicant and the grant review committee, and the committee may have conditions for funding which will be communicated by the LSTA Consultant. A reduced award will require an amended budget and amended grant plan before the final award is made.
   b. In general, all applicants should consider a contingency plan with a smaller budget in case reduced funding is offered.

11. In order to be considered eligible recipients of LSTA funds, public library systems must be in compliance with statutory requirements and LSTA requirements.

12. The application and financial administration processes are somewhat simplified for smaller grant programs. Applicants must read announcements and instructions for each grant program carefully.

13. All applicants will be notified (generally via email from the LSTA Consultant) whether or not they received an LSTA award. Awardees will be sent an award packet soon thereafter, pending approval from the SCSL Director. (See "Grant Award and Administration Procedures").
   a. For those who were not awarded a grant, the LSTA Consultant may be able to provide feedback based on the grant committee’s discussion.
   b. If there are any formal complaints or request for appeals about the grant application and selection process, please contact the SCSL Director. (See "Comment/Complaint Procedures" and "Grant Award and Administrative Procedures"). Otherwise, the LSTA Consultant will receive any other feedback about the grant application if applicable.
Comment/Complaint Procedure

Comments, suggestions for improvement, or complaints about the LSTA program as administered by the South Carolina State Library should be addressed to the State Library Director. The Director will discuss them with the LSTA Consultant, and both will address the complaint together in a timely manner. The State Library will accept complaints or questions about LSTA from any South Carolina resident or any member of the South Carolina library community.

The LSTA Consultant will respond as appropriate to the situation, either through a phone call, an email message or a formal letter. If the person asking the question or making the comment or complaint is not satisfied with the information provided by the LSTA Consultant, the question or complaint will be further discussed with the State Library Director, who will respond as appropriate to the situation, either through a phone call, an email message or a formal letter.

Informal feedback or questions about forms, procedures, grant programs, reports, etc. may be addressed to the LSTA Consultant at any time. Refer to the complaint procedure above if the LSTA Consultant does not satisfactorily assist applicants and awardees.
V. LSTA Grant Program, FFY2017
Tentative FFY2017 LSTA Subgrant Schedule
(All dates and grant programs subject to change or may not be offered)

Already available as of September 2017:
- Large Competitive 2017 (finalized--no new apps accepted)
- Tuition Assistance for Fall & Spring Semesters (Fall finalized; Spring app due Dec 15)
- Continuing Education/Conference Attendance (available until funds exhausted)

Fall 2017
- Planning Grant (open until funds exhausted)
- CSLP two-year conference + Summer Reading help (due in early January)

Winter 2017-18
- Large Competitive 2018 (due in Spring)
- Summer Reading Program (due before April)

Spring 2018
- Possible other “Mini-Grant” program
- If funds are left, Tuition Assistance for Summer Session may be offered (due in April)

Summer 2018
- Tuition Assistance for Fall 2017 (due in mid-August)

Receipts due by August 15 (no more expenditures allowed); narrative reports due October 31

How will you know when a grant is available?
- On our website: http://statelibrary.sc.libguides.com/lsta/lsta-grant-programs
- Via emails and follow-up emails to relevant listservs
  - Directors notified of all grants via Public Library Directors’ listserv
- In the State Library’s More... electronic newsletter
- Via personal communication by SCSL staff

SCSL takes pride in awarding an LSTA subgrant to libraries located in every county in South Carolina. We encourage you to apply for these grant offerings so that these federal dollars can help citizens all over the state. The money is available and the LSTA Coordinator is happy to help, so don’t be shy!
VI. Your LSTA Award
Grant Award & Administration Procedures

Award of LSTA funds
1. The State Library Director reviews and makes a final determination in regard to all grant applications, both competitive and non-competitive.
2. Grants are awarded depending on the criteria for each program. Some awards are made on a first-come, first-served basis; in those programs, applications with all required elements in place take precedence over incomplete applications received on the same date. When satisfactory applications are received on the same date but funds are not available for all, awards are made at the discretion of the LSTA Coordinator.
3. Amount of awards depends on the availability of funds at any point in the process. The upper limit for Large Competitive grants in recent years has been capped at $50,000. In years where funds are reduced, a library may be offered an amount less than requested and may be asked to scale back the project activities accordingly.
4. The LSTA Coordinator notifies all applicants and grant reviewers of final award decisions, usually by email.
5. The LSTA Coordinator assigns a sub-grant award number to each award and prepares an award form.
6. The State Library Director approves and signs the award form. The original signed award is mailed to the County Library director; a copy of the award is filed at the State Library along with the application.
7. A copy of the award notification and a copy of the application budget are given to the State Library’s Finance Department for budget setup and filing.
8. The LSTA Coordinator prepares a packet of explanatory materials and documentation for each awardee. Particular administrative documents must be signed and returned to the State Library for filing. (See “Terms and Conditions” and “Certifications” documents.)

Appeal Procedures for Unfunded LSTA Applications
9. Applicants will have an opportunity to appeal decisions.
10. The applicant must contact the State Library Director with a request to appeal within 30 days of the announcement of the award decision.
11. Within 30 days after an appeal request is received, the State Library Director will review the original application and the action taken.
12. No later than 10 days after this review, the State Library Director will issue a written final decision, including findings of fact and reasons for the decision.

Subgrant Regulations
13. The agency applying for and administering a grant is responsible for receiving and disbursing funds, maintaining official accounts, and carrying out the purposes of the project. LSTA funds may be expended only as allowed by applicable state and federal laws and regulations, including US 2 CFR 200. (http://www.ecfr.gov/cgi-bin/text-idx?tpi=ecfrbrowse/Title02/2cfr200_main_02.ttl)
14. Proper accounting procedures with thorough documentation must be used.
15. The Project Manager must disseminate information about the project to potential users of services and to the community at large, crediting the use of LSTA funds to SCSL and IMLS, in accordance with guidelines provided in the award packet. (See “Marketing/Communications Kit”.)
16. The agency receiving the award must follow appropriate workman’s compensation and unemployment compensation regulations. The receiving agency may be responsible for paying workman’s compensation and unemployment compensation.

17. NON-DISCRIMINATION CLAUSE: No person will, on the grounds of sex, race, religion, creed, age, national origin, ancestry, pregnancy, marital status or parental status, sexual orientation, or disability be excluded from participation in or be subjected to discrimination in any program or activity funded, in whole or in part, by federal funds.

18. Equipment or materials obtained with LSTA funds must continue to be used to carry out the purpose of the original proposal after funding is no longer available, or be disposed of in accordance with federal guidelines.

19. If copyrightable material is developed in the course of an LSTA project, the U.S. Institute of Museum and Library Services will have a royalty free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for federal and state government purposes.

Expenditures, project activities, project budget, periodic reports

20. All LSTA grants are disbursed as reimbursements for grant-related expenditures after submission to the LSTA Coordinator of appropriate forms and receipts.

21. The library may begin making expenditures against grant funds beginning on the date shown on the award form. For grants awarded or the next fiscal year, no LSTA-related expenditures may be made until October 1. Grant activities may begin before that date and may include expenditures made for the match, but no purchases to be charged to the LSTA grant may be made before the start date of October 1. If there are any exceptions to this rule, the LSTA Coordinator will discuss them with the library.

22. Advance payments are occasionally made in cases of extreme hardship in a county that needs start-up funds, and usually only for personnel-related expenses. Advance payment must be discussed with and approved by the LSTA Coordinator at the time an application is submitted.

23. As expenditures are made, reimbursement requests are submitted to the LSTA Coordinator. A typical reimbursement request includes:
   a. The Reimbursement Request form completed and signed by the Library Director. The library should refer to their grant application (in particular the grey column with the broad budget categories) or budget revision sheet to know which line items on the Reimbursement Request form should be used.
      i. If actual expenditures in specific categories do not match the budget’s categories within 10%, a Budget Amendment form must be filled out and approved by the LSTA Coordinator, along with an explanation of the discrepancy. Notify the LSTA Coordinator immediately if the library sees a need to move funds to different categories.
   b. Receipts and invoice(s) showing zero balance, stating amount “paid”, or some other documentation that the library actually paid that amount via accounting software or credit card statement.
      i. Reservation emails or receipts with no evidence of payment will not be accepted.
      ii. Library Director’s signature or signature of library financial official, date, and PAID stamp should be on each receipt or invoice that does not meet the above standards to certify that the expense was incurred. The State Library Finance Director determines the format of acceptable proof of payment.

24. For Large Competitive Grants only: Quarterly narrative reports are filed by stated deadlines (typically January 15, April 15, and July 15) showing progress of the grant activities and any changes in the project plan. Changes and revisions must be discussed with the LSTA Coordinator.
   a. Additionally, Large Competitive grantees should plan to submit Reimbursement forms periodically throughout the year. These function as a financial report and ensure that
expenditures are appropriate as they are made. These grantees should NOT wait until the end of the year to submit all receipts.

25. All grantees are encouraged to submit Reimbursement Requests soon after grant activities are completed (such as in the case of a conference attendance grant) or after expenditures are made. There is a final deadline for all receipts (typically August 15 with a few exceptions), but the library does not need to wait until that date to submit their Reimbursement Request.

26. Revisions to the project budget (transfer of funds between funding categories) may be made as needed. A Budget Revision form must be submitted to and approved by the LSTA Coordinator. (See #23 above.)

Reimbursement Procedures

27. Reimbursement Requests must be submitted by the deadline shown on the award documents, using the forms and procedures provided by the State Library. The general deadline is August 15, although some grants such as Summer Reading subgrants may be granted an extension.

28. Libraries are strongly encouraged to commit and expend subgrant awards to the penny. The LSTA Coordinator will assume that any receipts that show more than the allowable grant award amount will be considered part of the library’s match. If the expenditures and receipts are less than the grant award, contact the LSTA Coordinator to possibly approve more related expenditures so that the entire grant award is expended.

29. Reimbursement checks are issued to the County and mailed to the County Treasurer. (County Libraries or other organizations needing a different payment route must discuss with State Library Finance Director.) Libraries are encouraged to monitor the receipt and progress of reimbursement checks at local offices.

30. Reimbursement documents, budget transfers, and any other financial transactions are processed, tracked, and kept on file at the State Library, but Project Managers should also keep a copy with their grant paperwork in case of audit and for complete files.

Closing the Subgrant

31. The grant project must be completed within the timeline stated in the original grant application. Any changes in the timeline must be discussed with the LSTA Coordinator. All subgrants must have expenditures completed by August (signified by the submission of the Reimbursement Request form) and programmatic elements of the project completed by September 30.

32. Final narrative reports must be submitted by the stated deadline (October 31 for most grant programs.) Reports must show evaluative measures taken in the grant period to gauge the success of the project in meeting project goals. (See the Appendix of this Manual for information about project evaluation.)

33. The grant, then, is officially “closed out” when reimbursements have been completed and narrative reports have been submitted.

34. If the library is unable to spend out the sub-grant completely, the project manager or library director must notify the LSTA Coordinator as soon as it becomes apparent that funds will not be expended. The State Library needs advance notice when funds will not be spent, so that they may be diverted to other needs.

35. Issues sometimes arise in subgrant implementation and use of grant funds. Taking care of problems early in the implementation period prevents problems in reimbursement at the end of the project. Unresolved issues, or issues that have not been brought to the attention of the State Library, may jeopardize the recipient library’s competitiveness in future LSTA grant rounds. Issues can be avoided by:
   a. Notifying the LSTA Coordinator in quarterly reports or at any time during the implementation period about potential problems with spending grant funds.
   b. Submitting proper documentation and invoices with reimbursement requests.
   c. Submitting required documents on time and in full.
   d. Responding to project-related communication from the State Library in a timely manner.
   e. Spending out LSTA funds completely before the end of a project.
Additional Administrative Information

Acknowledgment of IMLS
Grant recipients (library systems and member libraries) are required to acknowledge the Institute of Museum and Library Services (IMLS) and the South Carolina State Library (SCSL) as funders of the project funded by LSTA. All products created totally or in part under an LSTA grant, regardless of format or method of distribution, including Internet websites, posters and other PR items, and printed handouts, must include acknowledgement in formats prescribed in the document Marketing/Communications Kit. (See “Marketing/Communications Kit”.) Ask the LSTA Coordinator if there is a question about acknowledgement.

CIPA Compliance for South Carolina Public Libraries
CIPA is the Children’s Internet Protection Act, which applies to public libraries seeking funds under the federal Universal Service (E-rate) program or the Library Services and Technology Act (LSTA) grant programs funded by IMLS and administered by SCSL. If a public library is already compliant with CIPA under the rules for receiving E-rate funds, that library does not need to further certify compliance with CIPA.

Libraries applying for LSTA Large Competitive grants must complete the following section in the application:

The applicant library (check all that apply):
- is currently compliant with CIPA because it receives funds through the federal Universal Service (E-rate) program
- is NOT compliant with CIPA in that it does NOT receive funds through the federal Universal Service (E-rate) program, or is not compliant for any other reason
- is requesting LSTA funds for the purchase of computers used to access the Internet and/or for the payment of direct costs associated with accessing the Internet
- is NOT requesting LSTA funds for the purchase of computers used to access the Internet or for the payment of direct costs associated with accessing the Internet

Libraries that check BOTH the “NOT compliant” statement AND the “is requesting” statement must contact the State Library to discuss eligibility.

Grant Project Budget and Expenditures
LSTA sub-grant funds may be used only to support the Federal purposes outlined in Section 2 of this document. Specific purchases for an individual project are to be described in the application budget, and any changes in the planned purchases or the budget must be discussed with and approved by the State Library.

Four very common questions about LSTA expenditures are addressed below. The document “Federal Restrictions on the Use of LSTA Funds” contains further guidelines about specific purchases.

Four common questions about LSTA sub-grant purchases:

- **Marketing / Public Relations Expenditures**: LSTA funds may NOT be used for marketing/advertising of, or public relations for, a library or for general library services, but such expenditures are allowed and are expected for advertising programs and services specifically related to the grant project and its outcomes.
• **Giveaway items:** LSTA funds cannot be used to pay for toys/gifts or other promotional items (such as buttons, pens, Summer Reading Program medals, awards, or gift cards) unless items are more educational and informational in nature than promotional. It is recommended that libraries partner with businesses and organizations to cover the cost of promotional materials. No LSTA funds may be used to purchase prizes for individuals. An allowable expense, for example, may be give-away books to all program participants.

• **Costs of refreshments and meals:** Grant funds may be used for refreshments for program attendees who are members of the public, or for participants in a specific project-related activity such as a planning session, when food and beverages a) replace a meal that would otherwise be missed by the participants in order to attend the program; b) make it more likely that participants will be able to fully participate in and benefit from the program. A “working lunch,” where grant-related presentations took place while eating, would be acceptable in many cases. Food items such as snacks (individually packaged chips, cookies, etc.) and drinks (bottled water, sodas, juice boxes) for handing out at events may not be purchased with LSTA funds.

• **Construction and furniture:** No LSTA funds may be used to purchase furniture (including storage cabinets). No LSTA funds may be used for construction projects.

**Evaluation and Reporting on use of LSTA Funds**

The Institute of Museum and Library Services (IMLS) requires each recipient of funds to report on and describe the impact of the federal funds on its community. Each library or organization that receives and spends LSTA money, including the South Carolina State Library, must report on the use and outcomes of the LSTA fund expenditures.

Grantees are required to include a plan for evaluating the outcomes of their projects in the original grant application, and must complete interim and final narrative reports describing impacts of the project.

Libraries are invited, but not required, to use Outcomes Based Evaluation (OBE) methods for project planning and evaluation. See the Appendix for information about evaluating LSTA sub-grant projects, including OBE methods.
Subgrants Timeline, 2017-2018

Dates subject to change. Important date for FFY16 (current year) grant awardees are in bold.

Calendar Year 2017
February
Competitive grants program for FFY17 announced
July
Sub-grants for FFY17 Large Competitive Grants awarded
Tuition Assistance Grants for FFY17 (Fall and Spring semesters) announced
August
Final invoices and reimbursement requests due for FFY16 awards
Conference Attendance Grants for FFY16 announced (no deadline)
Tuition Assistance for Fall semester Due
September
Planning Grants for FFY17 announced (no deadline)
September 30
Grant activities end for all FFY16 grants
October 1
Funding begins for FFY16 subgrant projects
October 31
Final narrative reports due for FFY16 projects
December
Summer Reading Grants program for FFY17 announced (due in Spring)
Tuition Assistance for Spring semester Due

Calendar Year 2018
January 15
Large Competitive Grants program for FFY18 announced (due in Spring)
First FFY17 Interim Narrative Report (for Large Competitive grants) due
April 15
FFY17 Second Interim Narrative Report (for Large Competitive grants) due
April
Large Competitive Grant applications due for FFY18; awards made by June
Summer Reading Grant applications due for FFY17; awards made by June
July 15
FFY17 Third Interim Narrative Report (for Large Competitive grants) due
August 15
Final invoices and reimbursement requests due for FFY17 awards
(Summer Reading Grants may have until a small extension)
August 31
FFY18 Project Managers' manual updated and distributed to large competitive grant recipients
September 30
Grant activities end for all FFY17 grants
October 1
Funding begins for FFY18 subgrant projects
October 31
Final narrative reports due for FFY17 projects

A note on fiscal years:
Federal Fiscal Year (FFY) 2017 = October 1, 2017-September 30, 2018
FFY2018 = October 1, 2018-September 30, 2019
These dates cross over State Fiscal Years which are July 1 – June 30.
Sanctions

If a grant recipient materially fails to comply with the terms and conditions of an LSTA award, whether stated in a federal statute, regulation, assurances, application, certification, or notice of grant award, the State Library may take one or more of the following actions, as appropriate in the circumstances:

- Temporarily withhold grant funds pending correction of the deficiency by the recipient
- Disallow use of funds for all or part of the cost of the activity or action not in compliance
- Wholly or partly suspend or terminate grant awards
- Require the immediate return of LSTA funds to the State Library
- Withhold, suspend or reduce future grant awards
- Pursue other remedies that may be legally available

Failure to properly complete reports and close out a grant in a timely manner may result in sanctions.

Special Conditions
If any special conditions have been assigned to a subgrant recipient, the recipient must provide written documentation that shows that these special conditions have been met. Failure to meet any of general and special conditions, unless specifically waived in writing by either the LSTA program coordinator or the State Library Director prior to termination of the grant, will result in the disallowance of all award expenditures and the return of all federal funds to the State Library.
Documenting Matching Funds

All LSTA subgrantees must match each LSTA award received with local funds calculated in a particular way. Matching dollars must amount to at least 34% of the overall cost of the project undertaken. Note: the match is NOT 34% of the LSTA grant award; it is 34% of the total expenditures planned for the project. A “match” is the amount of State Aid, county funds, Friends donations, personal money, volunteer hours, in-kind donations, etc. provided by the awardee library to the project funded with federal grant dollars. The library cannot use other federal funds as match for a federal LSTA grant.

The LSTA awardee may only claim cost sharing for items and purposes allowable under federal and state law and federal OMB regulations.* Each project budget is reviewed to ensure that the local match is allocated to allowable expenses. For this reason, you must immediately obtain approval from the LSTA Grant Consultant for any necessary changes to your cost sharing plan.

LSTA grant applications require a rigorous breakout of matching cost categories based on the following line items:
- Salaries (generally the wage for the number of grant-related hours spent by the full-time library staff who is the project manager or conference attendee; this is usually the largest portion of matching funds)
- Supplies and Materials
- Travel Costs (for matching, this would include meals because the grant will not pay for that)
- Third-Party Services
- Consultant Fees/Honoraria
- Equipment (over $5,000)
- Indirect Costs

Additionally, for each line item, the awardee must say whether the matching funds originated from State Aid or from some other account (such as county funds or Friends donations). This detailed information on costs to be incurred is now required by the federal government.

*Refer to 2 CFR 200 Subpart E §200.420-200.475 (Attached)

Matching Funds in the Project Budget
A sample grant and matching budget appears on the next page. Note the two green highlighted matching columns. The budget line items set out specifically what the grant funds can be used for. The grey column on the left corresponds to the major LSTA subgrant categories described above. Not all grants will use all of the categories.
<table>
<thead>
<tr>
<th>For SSSL Use</th>
<th>Budget Line Item</th>
<th>LSTA Funds Requested</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supplies &amp; Materials</td>
<td>Materials for the library collection (B2A selected book) – no more than 25% of the grant</td>
<td>Dollars Originating from State Aid</td>
<td></td>
</tr>
<tr>
<td>Third-Party Services</td>
<td>Office or craft supplies used for project activities</td>
<td>Dollars Originating from Other Sources</td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>Speaker/Presenter fee or honorarium</td>
<td>Venue Rental</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Printing or promotional costs</td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>Transportation (mileage only, reimbursed at $0.575/ml)</td>
<td>Personnel expenses: total hourly wage for current staff to develop and oversee the project</td>
<td></td>
</tr>
<tr>
<td>3PS</td>
<td>Other costs/fees (DESCRIBE:)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Indirect Costs (optional)**

**TOTAL**

The two green highlighted cells in this spreadsheet, added together, equal the amount of the total match. The total match must equal at least 34% of the total cost of the project (i.e., the amount in the yellow-highlighted cell.) To check your match, multiply 0.34 by the amount in the yellow field. If the total match is equal to or greater than that amount, then you’ve met your match. Otherwise, you will need to come up with more matching funds or adjust your grant request.

The State Library does not require submission of documentation of matching funds, such as receipts or pay stubs. The LSTA awardee must maintain documentation of the 34% cost share in order to provide evidence of compliance with the local match requirement in case of an audit. A copy of all records documenting cash match and in-kind contributions should be maintained in a binder with other project records at your library through December 31 after the third year following the close-out date of the grant award (i.e., for subgrants awarded in FFY2017, documentation should be maintained through at least December 31, 2020).

Requirements for documenting different types of local match are described below.

- Maintain invoice records to document your cash match (purchase of goods or services toward the project.) Invoices must include the name of the vendor, invoice number, date, quantity, unit cost, and accurate descriptions of the goods and services.
- To document local cash spent to hire temporary staff allocating 100% of their time toward the LSTA project, you must maintain records of the employee name, number of hours worked, amount earned per hour, and total paid out.
- Part-time staff contribution: To document local cash spent to add hours for current part-time employees to devote to the LSTA project, maintain records of employee name, the numbers of hours devoted to LSTA, the amount earned per hour, and the total paid out.
- Full-time staff contribution: To document the in-kind contribution of full-time staff allocating a portion of their time to the LSTA project, maintain records of the employee name, hourly pay rate and the number of hours worked on the LSTA project in a log or timesheet.
VII. Marketing/Communications Kit
FFY 2017

LSTA Subgrants – Marketing/Communications Kit

south carolina STATE LIBRARY

INSTITUTE of Museum and Library SERVICES

2016-2017
Congratulations on your grant award! Your Library Services and Technology Act (LSTA) grant from the Institute of Museum and Library Services (IMLS), administered by the South Carolina State Library (SCSL), is an outstanding achievement that should be shared with your community. In addition, as a grant recipient, you are required to acknowledge the support of IMLS and the State Library, and to take steps to extend the award’s impact on the community at large.

This Grantee Marketing/Communications Kit provides guidance for spreading the word about your grant project, first in order to attract an audience and acknowledge the grant funds that paid for the program or service, and then to publicly report on a successful program. There are many ways to do this before, during and after the event, as discussed in this kit.

The kit includes the following sections:

- Acknowledging the Grantors (page 2)
- Promoting Your Project (page 5)
- Media Tips (page 6)

I. Acknowledging the Grantors

Public funds (tax dollars) are funneled through national agencies such as IMLS to return services of value to local communities. Publicly acknowledging your grant is important, partly in order to keep such services in the public eye and in the eye of government so that services will continue to receive funding in years to come. It is appropriate to say thank you to the public that ultimately funds your programs, and to inform them about where their tax dollars are being spent. Such recognition also ensures visibility of local projects at the national level where funding levels are determined.

Furthermore, as a recipient of federal funds you are required to acknowledge the Institute of Museum and Library Services and the South Carolina State Library when undertaking grant-supported activities. This section of the kit contains some suggestions and materials to assist you in acknowledging the IMLS and SCSL and tips to help make sure your community knows about the good work you do.

Guidelines for IMLS and SCSL Acknowledgement

The Institute of Museum and Library Services and the South Carolina State Library require public acknowledgement of the activities they support. IMLS and SCSL support should be mentioned in all media and promotional activities (including flyers, bookmarks, websites, press releases, etc.) related to your award, using the standard tag lines below. IMLS and SCSL logos are recognizable symbols of these agencies, and should be used in all visual acknowledgements.
For more information about IMLS requirements, visit the IMLS website: [https://www.imls.gov/grants/grant-recipients/grantee-communications-kit](https://www.imls.gov/grants/grant-recipients/grantee-communications-kit). For assistance with any format please contact the SCSL Communications Department at (803) 734-8928 or email Dr. Curtis R. Rogers at crogers@statelibrary.sc.gov.

**IMLS and SCSL Logos**

The IMLS and State Library logos must be used in the following promotional efforts:

- On webpages about the project and in library websites
- In substantial printed items where library activities are highlighted, such as annual reports
- In printed and online newsletters
- On promotional posters and flyers
- On print or online pieces included in educational materials and handouts issued in conjunction with a project
- On signage and banners

IMLS and SCSL logos should be legible and no smaller than 1.75" wide.

The IMLS logo is available for direct download at this web address:

The South Carolina State Library and related program logos are available for download at this web address:

http://www.statelibrary.sc.gov/media-kit

IMLS and SCSL Tag Lines

A tag line is a brief statement acknowledging the support of the named agency. The following acknowledgment should be used in all narrative printed formats, with or without the logos, including all news releases and press kits and on invitations to events, and on posters and other visual pieces:

- This project is made possible by a Library Services and Technology Act grant from the Institute of Museum and Library Services administered by the South Carolina State Library.

For posters, use a font size for the acknowledgement for which the words “Institute of Museum and Library Services” and “South Carolina State Library” are legible from a comfortable viewing distance.

The following phrase may be added to the above statement, with or without the logo, wherever a longer written format makes its inclusion possible and appropriate:

- The Institute of Museum and Library Services is the primary source of federal support for the nation’s 123,000 libraries and 35,000 museums. The South Carolina State Library is a national model for innovation, collaboration, leadership and effectiveness. It is the keystone in South Carolina’s intellectual landscape.

Verbal acknowledgement must be given whenever appropriate, such as during the introductory remarks at a library public program. The following is a sample script:

- “The Anytown Public Library welcomes you to this event and wishes to thank the Institute of Museum and Library Services and the South Carolina State Library for funding this program with Library Services and Technology Act grant funds.”
II. Promoting Your Project

The kind of promotion you give to your grant-funded project, program or service is dictated by the activities. A program that will draw an audience from your community needs widespread promotional activities before the event that will reach as many people as possible. A children’s project that is intended for a particular age group should receive targeted promotion to ensure it reaches the right audience. If promotional costs were not included in your original project budget but you need to move funds around to pay for such expenses, contact the LSTA Coordinator to discuss a budget amendment.

Here are some suggested ways to promote and attract audiences for library programs and projects. See the Media Tips section for basics on creating announcements and promotional efforts.

1. Announce public events in the local media, in newspapers and local specialty publications (general readership or targeted publications as appropriate). Purchase advertising space, or get your event included in the "Community Events" section. Get a reporter to write an article about the upcoming program (and a follow-up article after the event!).
2. Purchase advertising on television and radio. While these ads can be pricey, you may be able to obtain a good discount for the library as a non-profit organization.
3. If the program is for a group that speaks a particular language such as Spanish, the promotional effort should appear in the media for that language group (e.g., Spanish newspaper, local Spanish radio station).
4. Ask your Friends group to promote your event to their members and at their own programs.
5. Create a bookmark and hand to patrons or insert in books at checkout.
6. Direct invitation by letter or postcard, printed and mailed. Exchange your mailing list with another organization to double your coverage.
7. Place posters and/or flyers in the library and in the community. Remember that posting your events only in the library will reach only library users. Get the word out to your entire community by distributing your materials to locations in the community that draw a broad range of people, such as a grocery store, barbershop or other community gathering place.
8. Dog and pony show – Take your message on the road by getting on the agenda of regular meetings of local clubs and organizations. Leave a supply of flyers at the meeting.
9. Talk it up at local political gatherings and do a presentation at county council or municipal governance meetings.
10. Get others to speak for you: Give your message to someone who is well known in the community you want to reach (such as the minister of a church) and ask him/her to announce or pass the word along.
11. Deliver the message to schools in a form that will pass muster with the principal and the school secretary. There is often a prescribed format for family-related information and materials that you hope to send home with students.
12. Investigate your community’s utility bills. Some will allow organizations to tuck an invitation or information about a library event into the monthly billing. There may be a charge for this service, but since the bills reach virtually every household in the community, it may be worthwhile.
13. Start talking about your project well in advance of the date by mentioning it during other library events.
14. Post information on your website and in any existing online community calendars. Many online event calendars in your community will allow postings for free.
15. Send an email to listserv or email distribution lists.
16. Send an invitation in print or by email to your library’s registered borrowers (check first to see if there is a library or county policy about this. Some libraries/counties may not allow using the registration list for this purpose.)

II. Media Tips

Working with the media is one of the most economical ways to develop a strong, positive presence in your library’s community. These guidelines are designed to help you do that, particularly if your organization hasn’t had much experience with media relations in the past. If you already have in place effective practices for getting the word out to your community and local media, that’s great. We hope you still find these tips useful.

The Basics of Working with the Media

1. Prepare a news release. The basic way of communicating with all media is with a news release. It provides the “who, what, when, where and how” of your event or service. Often the press release is picked up by a newspaper and run in its entirety. In other cases it brings your news to the attention of a reporter and provides a contact for getting more information. A sample news release is included at the end of this kit.

2. Develop a distribution list. To reach the broadest audience, your list should include local newspapers, radio stations, television stations, and news and wire services. Are there reporters who regularly cover your activities? Address the release to the features editor or education editor at the newspapers and to the assignment editor at television and radio stations. If you do not know who these reporters and editors are, make a few phone calls to the news desks to identify the right people to receive your release (there might be more than one). This is also an opportunity to determine how each outlet would like to receive its news, whether by email, fax or regular mail.

   You can also use your news release to reach more targeted audiences. Consider including local community magazines, community calendar/notices listings, free community advertisers, the tourism board, the convention center and the chamber of commerce.

3. Issue your release. Email the release to daily papers, television and radio stations, weekly papers and magazines. Post the release on your library website. Also, post references to your release on your library’s social media accounts.

4. “Pitch” the story. Follow up by calling the media contact to confirm receipt and “pitch” your story. Present the facts quickly and emphasize why this event would interest readers or viewers. If there is interest, you might offer to set up an interview with the director or a behind-the-scenes tour of your facility.
5. **Remember timing.** There are a variety of factors that determine whether your story will receive coverage. If you issue a release on the same day as a tragic fire or accident, your story will get lost in the shuffle. If there is a larger news event, hold your release for a quieter news day. The time of day and day of week are other factors to consider when you issue a release or call a reporter. The best time to reach a television news desk is in the morning, not in the late afternoon when media outlets are preparing for their newscasts. Likewise, few news bureaus can do much with a release if it is issued at 4:00 p.m. on a Friday.

**More Tips**

Use the occasion of receiving an LSTA grant award to:

- Share the good news that your library has provided a valuable service or product with beneficial consequences for residents.
- Conduct editorial board meetings. Educate your local newspaper editors about your institution and the important role it plays in your community. Arrange to go to their editorial board meetings. Take representatives of the public you serve, such as school teachers, leaders of local community groups, members of your friends of your library group, etc.
- Contact local or regional news and talk shows. Does your area have a morning news program that features taped segments? Invite reporters to broadcast or tape a story from your institution. Identify a spokesperson from your institution to appear on radio or television talk shows.
- Call us to see if the director or other representative of the Institute of Museum and Library Services or the director or other representative of the South Carolina State Library will be traveling to your area.
- A picture is worth a thousand words. Always include an image with a caption to help tell your story.

**For a list of press contacts in your area of South Carolina contact:**

Dr. Curtis R. Rogers  
South Carolina State Library Communications Director  
803-734-8928  
crogers@statelibrary.sc.gov

**Dissemination through the State Library.** The South Carolina State Library’s Communications Department wants to assist your institution in sharing your project with the library community. In order to accomplish this, we ask that you *keep the Communications Department in the loop* as your grant project moves forward. If you produce a publication, create a website, or hold an event as part of your grant activities, please contact us. Keeping informed about our grantees allows the South Carolina State Library to select grantees and events to highlight on the library’s website and in other channels of communication and helps to spread the word about local grant-funded projects. Always copy the LSTA Coordinator on such communications. Additionally, the LSTA Coordinator may directly send the Communications Department information about your project.

**Monthly Newsletter from the State Library.** The State Library’s monthly newsletter is emailed to more than 8,000 people each month, and continues to add subscribers. In addition to
highlighting library related services and events around the state, we also like to draw attention to
grant-funded projects, demonstrating how libraries are putting grant funds to good use. If
someone from your institution will be giving a presentation about the grant project, or if your
institution is holding a project kick-off event, this should be included in our monthly newsletter.
Please email information about your presentation or event to crogers@statelibrary.sc.gov.
[SAMPLE News Release announcing LSTA grant funded project]

For Immediate Release

Today's Date

Contact: (insert your institution's contact name, telephone number, and email address)

South Carolina State Library Contact:
LSTA Consultant  (803) 734-0436

(Insert your institution's name) Awarded Prestigious Grant from the Institute of Museum and Library Services

(insert your institution's city) - Thanks to a grant from the federal Institute of Museum and Library Services (IMLS) administered by the South Carolina State Library (SCSL), (describe how your institution will use the grant money for the benefit of your community).

(insert a quote from your institution's director)

This new program will (insert information here about the program activities and goals)

(Insert a “for more information” section): For more information about (insert either the library name here or program name), contact (insert contact person) or visit (insert web site address here).

###

"The Institute of Museum and Library Services is the primary source of federal support for the nation’s 123,000 libraries and 35,000 museums. Our mission is to inspire libraries and museums to advance innovation, lifelong learning, and cultural and civic engagement. Our grant making, policy development, and research help libraries and museums deliver valuable services that make it possible for communities and individuals to thrive. To learn more, visit www.imls.gov and follow IMLS on Facebook (link is external) and Twitter.

The South Carolina State Library is the primary administrator of federal and state support for the state's libraries. The State Library is a national model for innovation, collaboration, leadership and effectiveness. The State Library’s mission is to optimize South Carolina’s investment in library and information services. In 1969, as the result of action by the General Assembly, the State Library Board was redesignated as the South Carolina State Library and assumed responsibility for public library development, library service for state institutions, service for the blind and physically handicapped, and library service to state government agencies. Headquartered in Columbia, S.C., the Library is funded by the state of South Carolina, by the federal government through the Institute of Museum and Library Services, and other sources. For more information, please visit www.statelibrary.sc.gov or call 803-734-8666.
VIII. Appendices
APPENDIX A

Project Evaluation
Evaluating the Success of LSTA Sub-Grant Projects
For Project Managers

As manager of an LSTA-funded project, you will submit a final report at the end of the project, which will include data about the grant-funded activities and your assessment of how effective the project was in producing the desired outcomes.

Your project may or may not actually succeed in changing people’s attitudes, behaviors and skills – many factors beyond the library’s control may affect a project’s success. But, it is important to collect information and create a record of grant funded activities, whether or not they were perceived to be successful.

Your initial grant application included a plan for evaluating the outcomes of project activities for participating individuals. As the project unfolds, you should refer often to that plan, change the plan if needed, and keep your own notes about how well the project activities fulfill expectations.

Costs associated with evaluating the success of a project can be included in the grant application budget.

Partners and staff should participate in evaluation of the project. Discuss the importance of evaluation with all project staff, including volunteers and partner agencies. Enlist their aid in collecting data, and gather their observations, too.

Evaluation steps must be incorporated in the ongoing project, not left until the end of the project.

Here are some ways of collecting data, documenting results, and gauging the overall success of a project:

- Conduct interviews with individuals participating in project activities; note their reactions and any changes in their attitudes toward library services (satisfaction, disappointment, enthusiasm, indifference, etc.)
- Observe and make notes while project activities are occurring, either as part of the action or as a bystander. Note activities that work well or that could be improved.
- Observe and make notes on the kinds of people that participated (age, race/ethnicity, employment condition, family details, etc. as appropriate to the project.)
- Bring together staff and audience members in focus groups to discuss the project’s successes and failures.
- Gather numbers and data: Count circulation, attendance, items utilized, number of hours devoted to the project, dollars spent or saved, etc.
- Compare pre-existing data with project information, and note any changes.
- Conduct surveys of participants. But, beware: Voluntary surveys are an easy option, but they rarely prove to be an effective way of collecting data about outcomes. Use surveys only to supplement other methods.
• Collect anecdotal reports and personal stories that come to light during or as a result of project activities.
• Document changes in the personal skills and knowledge (improved or not improved) of those who participated in project activities. Pre- and post-tests can be effective here.
• Select some participants and/or staff to self-report via logs and journals kept during the course of the project.
• Invite an outside expert to observe, review, and critique project activities.
• Analyze the cost/benefit aspects of your project.
• Conduct a “hot wash” staff discussion immediately after the close of the project to gather and record reactions while memories are still fresh (positive or negative).

Compare the results of various evaluation attempts. If data is contradictory, try to track down and resolve the problem before much additional time passes. Finally, review notes and data, and combine to make a “story” of the project that you can tell later on.

You may wish to share the evaluation of your project for the benefit of other libraries. The State Library posts information about selected LSTA projects on its website. You may also choose to:
• Present a report on your project at library staff gatherings such as State Library exchanges
• Present a session at SCLA, ARSL, or PLA
• Present information about your project and its outcomes as a Poster Session at one of these conferences
• Provide information to the State Library’s Communication Officer for the online newsfeed
• Write an article for a professional journal
• Create a page on your library’s web page or in your newsletter about the project
• Let the media know about your success via press releases before and after the project’s conclusion
Calculating the Local Match for an LSTA Grant

The value of your local contribution to the funding of a project must be 34% of the total project budgeted cost. The contribution, or local match, can consist of:

- Project items purchased by the Library
- Cash contributed by your Friends group or other donor, and used to purchase items for the project
- The cost of hourly wages for existing Library staff participating in the project (Including project administration as well as direct project activities)
- Some indirect costs, such as meeting room rental fees forfeited as a result of project events scheduled in the meeting room

In your LSTA grant application you are required to fill out a budget spreadsheet showing grant funds and local matching dollars in several categories. The totals from the spreadsheet are used to show that the 34% match requirement has been met. The following instructions appear below the spreadsheet:

\[
\text{LSTA funds requested: } \quad $\underline{\phantom{000}} \quad + \quad \text{Local funds committed } $\underline{\phantom{000}} \quad = \\
\text{TOTAL: } \underline{\phantom{000}} \quad \text{Multiply by 34\% (.34) = Required match } \underline{\phantom{000}}
\]

(must be less than or equal to "Local Funds Committed" amount)

The calculation for the match can be confusing. You will need to adjust, up or down as necessary, either your LSTA funds requested or your local funds committed to reach the required match amount. You can estimate your project total and then work the numbers until you get the right percentages, but you must always have at least one fixed cost included in the calculation.

Never start your plans for a grant-funded project by thinking only about dollar amounts; always start with an actual project plan, and estimate your costs realistically. With this information in hand you will be able to calculate your grant and your matching funds.

Here's a couple easy ways to figure out the required local match for an LSTA grant.

**EXAMPLE 1: Start with fixed costs and grant request**

Let's say you know what items you want to purchase for your project with grant funds. You have obtained realistic estimates, you have calculated the wages for project staff, and you have added all of these expenses up to a total which will be the amount of your LSTA grant. That amount (which is your fixed cost) will be 66% of the project total. Enter that amount on your calculator, and divide it by 66% (in other words, divide the amount by .66).
For example: After costing out equipment and supplies and staff hours, you have calculated an estimated total of grant-funded expenditures at $18,000. Do the calculation to show that this grant request is 66% of the total cost:

\$18,000 / 66\% = \$27,272 \quad (18000 \text{ divided by } .66 = 27272)\

\$27,272 is therefore the project total in this example, and the \$18,000 grant is 66\% of that.

Now you can find your local contribution (your match). The match must be at least 34\% of the project total, so multiply the project total by 34\%:

\$27,272 \times 34\% = \$9272 \quad (27272 \text{ times } .34 = 9272)\

Or, simply subtract: \$27,272 \text{ total} - \$18,000 \text{ grant} = \$9272 \text{ match}

The minimum match in this example is \$9272 (has been rounded). You may contribute more to that total, but \$9272 is the minimum amount.

**EXAMPLE 2: Start with total costs**

Let's say you have priced out ALL aspects of your programs expenses, regardless of where the money is coming from. So your total cost is \$34,500.

To find your 34\% match minimum:

\$34,500 \times 34\% = \$11,730 \quad (34500 \text{ times } .34 = 11730)\

Your library must put at least \$11,730 in matching funds to meet the required match. So then you can take your budget and move whatever line items your library can cover (in a lot of cases it includes full-time program staff salary) that add up to \$11,730 or more into the “Match” column.

If you cannot meet the amount needed for your local contribution, you will need to reduce the amount of the LSTA grant you are requesting, by eliminating some planned expenditures, which will lower the project total and therefore the required match.

Contact the LSTA Consultant at the State Library for assistance in calculating your match.
Responsibilities of the LSTA Grantee & Project Director

- Follow all state and federal laws.
- Understand and sign the contractual agreements between the State of South Carolina and the grantee (Terms and Conditions document and Certifications document).
- Carry out the action plan as stated in the original proposal or with approved changes.
- Request approval from the State Library for revisions to project plan or budget if applicable.
- Give recognition to LSTA and the IMLS in all publicity.
- Appoint a project director who will be primarily responsible for the project.
- Notify the LSTA Coordinator immediately if the project director leaves or will be absent from the project for longer than three months.
- Meet reporting deadlines.
- Expend funds only for items and purposes allowable under federal and state law and federal OMB regulations, only for the items and purposes described in the project application or approved project revision, and within the contracted time frame.
- Submit reimbursement request forms with appropriate documentation of expenditures.
- Submit, along with each reimbursement request form, invoice(s) describing purchases and showing proof of payment.
- Track reimbursement requests, expenditures, and obligations (note: even if County business office is ultimately responsible for grant accounting, the Project Director must still be aware of and will be accountable for how each LSTA dollar is spent).
- Submit copies of evaluative findings, survey results, and media examples (newspaper clippings, flyers, and program announcements).
- Evaluate your project progress in meeting goals and objectives per the plan submitted with the grant application.
- Prepare for site-visits by the State Library LSTA Coordinator.
- Spend all federal funds down to zero with no remaining balance and provide the required local match.
- Document the local match (see guidelines) and maintain files in the case of an audit.
- Maintain grant records for five years (through December 31, 2021).

Administration of Subgrant

- The agency applying for and administering a grant is responsible for receiving and disbursing funds, maintaining official accounts, and carrying out the purposes of the project. LSTA funds may be expended only as allowed by applicable state and federal laws and regulations.
- Proper accounting procedures must be used.
- Project manager must disseminate information about the project to potential users of services and to the community at large, crediting the use of LSTA funds to SCSL and IMLS, in accordance with guidelines provided in the award packet.
- The agency receiving the award must follow appropriate workman’s compensation and unemployment compensation regulations. The receiving agency may be responsible for paying workman’s compensation and unemployment compensation.
- No person will, on the grounds of sex, race, religion, creed, age, national origin, ancestry, pregnancy, marital status or parental status, sexual orientation, or disability be excluded from participation in or be subjected to discrimination in any program or activity funded, in whole or in part, by federal funds.
- Equipment or materials obtained with LSTA funds must continue to be used to carry out the purpose of the original proposal after funding is no longer available, or be disposed of in accordance with federal guidelines.
- If copyrightable material is developed in the course of an LSTA project, IMLS will have a royalty free, nonexclusive, and irrevocable right to reproduce, publish, or otherwise use, and to authorize others to use, the work for federal and state government purposes.

Expenditures, project activities, project budget, periodic reports

- The library may begin making expenditures against grant funds after the issuance date of the award and shown on the award form (no earlier than October 1). Grant activities may begin before that date and may include expenditures made for the match, but no purchases to be charged to the LSTA grant may be made before the start date.
- Advance payments are occasionally made in cases of extreme hardship in a county that needs start-up funds, and usually only for personnel-related expenses. Advance payment must be discussed with and approved by the LSTA Coordinator at the time an application is submitted.
As expenditures are made, reimbursement requests are submitted to the LSTA Coordinator. A typical reimbursement request includes:
  a. The Reimbursement Request form signed by the Library Director.
  b. Receipts and Invoice(s) stating amount paid.
  c. (in lieu of typical receipts indicating payment) Library Director’s signature or signature of library financial official, date, and PAID stamp on each receipt or invoice. The State Library Finance Director determines what constitutes acceptable proof of payment.

For Large Competitive Grants: Quarterly narrative reports are filed by stated deadlines (typically Jan. 15, April 15, and July 15) showing progress of the grant activities and any changes in the project plan. Changes and revisions must be discussed with the LSTA Coordinator.

Revisions to the project budget (transfer of funds between funding categories) may be made as needed. A Budget Revision form must be submitted and approved by the LSTA Coordinator.

Reimbursement procedures
  • Reimbursement requests must be submitted by the deadline shown on the award documents, using the forms and procedures provided by the State Library.
  • Libraries are encouraged to commit and expend sub-grant awards completely, leaving no unexpended balance.
  • Reimbursement checks are issued to the County and mailed to the County Treasurer. County libraries needing a different payment route must discuss with State Library Finance Director. Libraries are encouraged to monitor the receipt and progress of reimbursement checks at local offices.
  • Reimbursement documents, budget transfers, and any other financial transactions are processed, tracked, and kept on file at the State Library.

Closing out the Subgrant
  • The grant project must be completed within the timeline stated in the original grant application. Any changes in the timeline must be discussed with the LSTA Coordinator.
  • All expenditures of LSTA funds must be completed within the period stated in the grant award, including the submission of reimbursement requests and invoices by the stated deadline. Receipts are generally due in mid-August.
  • Final narrative reports must be submitted by the stated deadline (October 31 for most programs.) Reports must show evaluative measures taken in the grant period to gauge the success of the project in meeting project goals.
  • The library must notify the LSTA Coordinator if LSTA funds will not be completely expended as soon as it is known, so that the funds may be diverted to other needs.
  • Issues sometimes arise in subgrant implementation and use of grant funds. Taking care of problems early in the implementation period prevents problems in reimbursement. Unresolved issues, or issues that have not been brought to the attention of the State Library, may jeopardize the library’s ability to compete successfully for future grants. Issues can be avoided by:
    a. Notifying the LSTA Coordinator in quarterly reports or at any time during the implementation period about potential problems with spending grant funds
    b. Submitting proper documentation and invoices with reimbursement requests
    c. Submitting required documents on time and in full
    d. Responding to project-related communication from the State Library in a timely manner
    e. Spending out LSTA funds completely before the end of a project

Documenting your Matching Funds
The LSTA recipient is responsible for ensuring that the matching funds committed in the original project application budget are in fact applied during the project period. The State Library does not require submission of documentation of matching funds. However, the SCSL Finance Office may request a review of your subgrant expenditures and your cost share. The LSTA awardee must maintain documentation of the 34% cost share in order to provide evidence of compliance with the local match requirement in case of an audit.

Source and Contacts
This information about the administration of LSTA subgrants has been compiled from pertinent sections of the LSTA Manual for Project Managers, which is issued to recipients of large competitive LSTA grants. The entire Manual can be found on the State Library website. If you have questions concerning grant administrative requirements or your responsibilities as Project Manager, contact the LSTA Consultant at the State Library.

Revised 2017
Federal Restrictions on Use of LSTA Funds: Allowable and Unallowable Expenditures

This document is intended to answer for LSTA project managers some of the commonly-occurring questions regarding how Library Services and Technology Act (LSTA) funds can be used in making purchases and carrying out sub-grant activities. These explanations are extracted from Federal regulations that prescribe the allowable and unallowable expenses that may be incurred by grant award recipients.

Project managers and Library Directors are cautioned to abide by these regulations in conducting projects and in allotting charges against grant funds. Governmental units and other grant recipients assume responsibility for administering federal funds in a manner consistent with underlying agreements, program objectives, and the terms and conditions of a Federal award.

For more information, contact Monique Walker, LSTA Coordinator, at (803) 734-0436 or mwalker@statelibrary.sc.gov

Source:
2 CFR Part 200, Subpart E, "General Provisions for Selected Items of Cost":
http://www.ecfr.gov/cgi-bin/text-idx?toli=/ecfrbrowse/Title02/2cfr200_main_02.tpl

1. Advertising and Public Relations
Advertising costs are allowable only when incurred for specific purposes or activities necessary to meet the requirements of the Federal award. These activities may include
- Communications with the public and press designed to promote project activities and build an audience for services offered;
- Communications pertaining to the recruitment of personnel;
- Communications pertaining to the procurement of goods and services;
- Communications pertaining to the disposal of surplus materials;
- Costs of advertising and public relations at conventions, meetings or other events, including displays, demonstrations, exhibits, meeting rooms, hospitality suites, and special facilities used in conjunction with shows and special events.

Note: The salaries of employees engaged in these activities are unallowable.

2. Alcoholic Beverages
Costs of alcoholic beverages are unallowable.

3. Entertainment
Costs of entertainment, including amusement, diversion, and social activities, and any costs directly associated with those, such as tickets to shows or sports events, meals, lodging, rentals, transportation, and gratuities are unallowable. (However, see #8 below.)

4. Fundraising
Costs of organized fund-raising, including financial campaigns, solicitation of gifts and bequests, and similar expenses incurred to raise capital or to obtain contributions, are unallowable.

5. Income from Project
Project income, e.g., fees charged for the use of library space in the context of a grant project, or to recover out of pocket project-related costs, or for other expenditures directly related to and used for the purposes of the grant and accrued under the conditions of the grant award, are allowable.

6. Lobbying
The cost of certain influencing activities associated with obtaining grants, contracts, cooperative agreements or loans, is unallowable. General advocacy activities on behalf of libraries and library services (i.e. lobbying), and the cost of membership in organizations substantially engaged in lobbying, are unallowable. Training in library advocacy techniques, or funding of any kind for library support groups (i.e. Friends of the Library), are unallowable.

7. Memberships, subscriptions, and professional activities
Costs of the grant recipient’s institutional memberships in business, technical, and professional organizations are allowable. (NOTE: Use of LSTA funds for personal memberships in organizations is not permitted.) Institutional subscriptions to business, professional, and technical periodicals are allowable for the project period only (no pre-pays for these subscriptions).

8. Meetings and Refreshments
Costs of meetings and conferences presented by the sub-grant recipient, including meals and refreshments for program participants, transportation, rental of meeting facilities, and other incidental costs, where the primary purpose is the dissemination of technical information, are allowable. In general, food must be considered as helping to realize the goals of the event (i.e. working lunch, refreshments for families at a lengthy program or at a time of day when food/drink is needed, etc.). Note that the State of South Carolina does will not allow reimbursement of restaurant meals; check with the State Library when there is any doubt. Food items such as snacks and drinks for handing out at events may not be purchased with LSTA funds.

9. Payment of Wages, Payments to Speakers and Presenters
Wages, salaries, payment for work done, and fees charged by speakers are allowable. Appropriate paperwork (signed contract, payroll records and/or paystubs for employees working on the project, etc.) is required as proof of payment. In general, SCSSL does not allow the salary and benefits of current full-time library employees to be paid with LSTA funds, but temporary contract staff may be acceptable.

10. Premiums, prizes, incentives, and souvenirs
Costs of promotional items and memorabilia, including models, gifts, and souvenirs, are unallowable. Do not purchase giveaway items or incentives with grant funds. Items, such as books to be given to program participants, that serve to further the goals of a project, may be justified but must be fully described in the original grant application and must be discussed with the LSTA Coordinator. No individual prizes may be purchased with grant funds.

11. Training
The cost of training provided for employee development is allowable.

12. Travel Expense and Conference Registration
Travel costs are allowable for expenses for attending conferences, including registration fees, transportation, and lodging incurred by employees traveling on official business. Charges should be consistent with those normally allowed in like circumstances of the grant recipient organization in its regular operations and policy, in non-federally sponsored activities. Automobile mileage reimbursement cannot exceed the State rate. Food purchases by attendees at conferences or during travel to and from conferences or other events are not allowable.
Benefits for Recipients of Specific LSTA-Funded Services

**Technology Projects:** Improving library technology with computers and internet connections, better online catalogs, laptops, wi-fi, other technology improvements; improving statewide services with creation of a union catalog (SC LENDS project); DISCUS (online electronic resources); and the State Library website offering access to library management resources, networking opportunities, and best practices information.

**Children’s Services and Teen Services:** Improving literacy -- reading ability, involvement with books, ability to find information in books and online, homework skills, likelihood of continuing to use the library; use of technology applications online, in digital format, and technology equipment such as laptops, e-readers, smartphones, digital cameras and recording devices

**Family Literacy:** Improving family reading habits, parents skills in reading to children and creating a home library, attendance at library programs as a family, parent information literacy skills and technological literacy skills; special places and programs in the library to make families welcome and to encourage participation

**Lifelong learning:** Information literacy skills (knowing how to search and find information in print materials and online), technology literacy (how to use a computer and the internet); participants are more likely to continue to use the library for self improvement and participation in the community as a whole

**Workforce Development:** Participants learn how to search for jobs online and in other sources, how to create a resume, how to present themselves for an interview. State Library partners heavily with other agencies in this effort.

**Special Needs/Diverse Audiences:** Participants learn about the services and resources available to them in public libraries, and are encouraged to participate; services are made accessible to them through various delivery models (remote access online, delivery services, outreach and home visits, Bookmobile visits, telephone services and consultation online for Talking Books Services clients), services and resources are presented in languages other than English (i.e. services to Spanish speakers); library collections respond to needs of special audiences with appropriate formats and accessibility options (Talking Books Services, digital books.)

**Continuing Education:** Participants improve their personal and work-related skills and broaden their experience through attendance at conferences, workshops, and training sessions; librarians are prepared for a career in public libraries through tuition grants for library school.
Public and Rural Library Support: Primarily statewide services coordinated by the State Library: Statewide standards for libraries are developed; Survey data on library programs and services is collected and reported; Consultation services, support and training for library directors and Boards of Trustees; Planning support for libraries; Building and facilities consultation: All these result in better coordination and management of libraries, and more effective use of library funding.
Outcome-Based Evaluation (OBE) for LSTA Projects

The Institute of Museum and Library Services prefers the use of OBE methods in evaluation of LSTA-funded projects. While OBE methods are not mandated by IMLS or by the South Carolina State Library, OBE is a very effective tool for project management and can result in cost savings as well as improving a library's ability to seek and successfully administer other grant funding.

What is outcome-based evaluation (OBE)?
Outcome-based evaluation, sometimes called outcomes measurement, is a systemic way to determine if a program has achieved its goals. The organized process of developing an outcome-based program and a logic model (an evaluation plan) helps institutions to:

1. Articulate and establish clear program benefits (outcomes)
2. Identify ways to measure those program benefits (indicators)
3. Clarify the specific individuals or groups for which the program's benefits are intended (target audience)
4. Design program services to reach that audience and achieve the desired results.

What is an "outcome" and how do you evaluate (measure) them?
An outcome is a benefit that occurs to participants of a program; when the benefits to many individuals are viewed together, they show the program’s impact. Typically, outcomes represent an achievement or a change in behavior, skills, knowledge, attitude, status or life condition of participants related to participation in a program.

In OBE, an outcome always focuses on what participants will say, think, know, feel, or be—not on mechanisms or processes which programs use to create their hoped-for results. Well-designed programs usually choose outcomes that participants would recognize as benefits to themselves. To simplify planning for evaluation, state the outcome you want to produce in simple, concrete, active terms.

Poor Outcome Statements

- Students will know how to use the Web
- Patrons will use the automated ILL system
- Users will have better health information
- Library staff will be trained in reference skills
- Democracy will flourish

Better Outcome Statements

- Students will demonstrate information literacy skills
- Patrons will report high satisfaction with the automated ILL service
- Patrons will make healthier life-style choices
• Library staff will provide faster, more accurate, and more complete answers to reference questions
• Visitors will register to vote

What is the difference between outputs and outcomes?
Outputs are measures of the volume of a program’s activity: products created or delivered, people served, activities and services carried out. Think of outputs as the "things" piece of evaluation. Outputs are almost always numbers.

Examples of outputs:
• 42 staff members will complete training
• 37 libraries will participate in reference training
• 4 workshops will be held
• Participants will receive 3 CEUs

Examples of outcomes:
• Library staff will provide faster, more accurate, and more complete answers to reference questions
• Customers will report high satisfaction with reference service

How do I choose outcomes for my program?
First, carefully think out and describe the purpose of the program. There is a reason for undertaking the tasks and offering the services. Most modern libraries don’t build collections only to own them, or to go through the processes of cataloging, storing, and maintaining them. They develop collections to support the need of existing or anticipated users for information and education.

Ask, "why are we offering this program, what do we want to accomplish, and who do we want to benefit?" It may be helpful to ask staff, program partners, and other stakeholders, "if we are really successful with this program, what will the results look like for the people we served?" Equally important is knowing your audience, their needs and wants, and what your program can do to help them achieve their aims.

The answers to those questions should allow you to describe the changes or impact that you want to see as a result of the program. Those hoped-for changes are the intended program outcomes.

What is an indicator?
Indicators are the specific, observable, and measurable characteristics, actions, or conditions that demonstrate whether a desired achievement or change has happened. To measure outcomes accurately, indicators must be concrete, well-defined, and observable; usually they are also countable.
Poor Indicators
- The # and % of students who know how to use the Web
- Patrons will report high satisfaction with the automated ILL service
- Users will make healthier choices

Better Indicators
- The # and % of participating students who can bring up an Internet search engine, enter a topic in the search function, and bring up one example of the information being sought within 15 minutes
- The # and % of patrons who say they are "satisfied" or "very satisfied" with the automated ILL service after using the service
- The # and % of users who report they made one or more life-style changes from a list of 10 key life-style health factors in the last six months

It's easy to construct a good indicator if you use this format:

*Number and/or percent*

of a

*specific target population*

who

*report, demonstrate, exhibit*

a

*specific measurement or quantity of change*

in an

*attitude, skill, knowledge, behavior, status, or life condition*

within a

*specified timeframe and/or circumstance.*

- **Number and percent:** Both number and percent are usually specified to provide adequate information. If only two people participate in your program, after all, reporting that 50% of them benefited could be misleading. Examples: 30% of 150, 75% of 25.

- **Target audience:** The group of people the program hopes to affect. Effective programs keep the characteristics of the people they want to benefit clearly in mind. The more narrowly and specifically the group of people who are expected to
participate in a program can be described, the greater the likelihood that a program will be designed to actually reach them. Examples (low to high definition): Maryland residents, Baltimore high-school students, Howard County mothers at literacy level 1 or below.

• **Report, demonstrate, exhibit**: Note that all of these are active, observable behaviors or characteristics that don't depend on guesswork or interpretation.

<table>
<thead>
<tr>
<th>Attitude</th>
<th>What someone feels or thinks about something; e.g., to like, to be satisfied, to value.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skill</td>
<td>What someone can do; e.g., log on to a computer, format a word processed document, read.</td>
</tr>
<tr>
<td>Knowledge</td>
<td>What someone knows; e.g., the symptoms of diabetes, the state capitals, how to use a dictionary.</td>
</tr>
<tr>
<td>Behavior</td>
<td>How someone acts; e.g., listens to others in a group, reads to children, votes.</td>
</tr>
<tr>
<td>Status</td>
<td>Someone's social or professional condition; e.g., registered voter, high-school graduate, employed.</td>
</tr>
<tr>
<td>Life condition</td>
<td>Someone's physical condition; e.g., non-smoker, overweight, cancer-free</td>
</tr>
</tbody>
</table>

• **Specified quantity** and **specified timeframe or circumstance**: This is the measurable part of an indicator. The project manager chooses a quantity of achievement or change that is enough to show the desired result happened, and the circumstances or timeframe in which the result will be demonstrated. Examples: three times per week, in 15 minutes or less, 6 months after the program ends, 4 or higher on a 5-point scale.

**What kinds of programs are best suited for OBE?**
Most programs can incorporate OBE as an effective and efficient management tool. Any program that intends to educate or train participants can be designed with outcomes at its core and can be evaluated using OBE concepts.

There are many examples of training initiatives. For example, technology training is offered to help library staff keep their computers running and online. The success of that program could be evaluated by looking for evidence that library staff who complete that training can solve basic, frequently-experienced computer problems such as a frozen screen - that would be a desired outcome that can be measured.

**How many program participants have to be evaluated, all or a sample?**
For many programs it is possible to evaluate the impact to all participants. Others will have access to only a sample of participants. This is often true, for example, of programs to provide digital resources - collections, exhibits, curriculum tools, or Web
sites. Many programs will seek volunteers to answer questionnaires or to participate in focus groups to provide outcome information. This is perfectly acceptable.

**Will funders pay for small outcomes?**
For LSTA grant projects, it is less about small or large outcomes than about what you hoped to achieve for an audience, what you learned in the process and what was reasonable to expect for that audience. In some cases a 10% improvement is very significant, while in others, a 90% impact is reasonable to expect.

You need to know your audience and your stakeholders, in order to create realistic goals and expectations. When that is done, and outcomes still fall short of goals, OBE allows institutions to assess, explain, and learn from why outcomes fell short of goals. Without OBE, it can appear as if a program just didn't do what it said it would. With OBE, you have the opportunity to learn why the plan did not succeed as expected, and make improvements for the next program.

The "size" of the outcome is proportionate to the size of the target audience and the duration or the intensity of their experience in a program. If a project works closely with a small number of participants, the outcome might look small, but might be profound for those participants. If a project offers a rapid service to a very large number of participants or users, the outcome is likely to be minor, but may reach many people.

Many proposals make idealized claims for anticipated contributions without offering any concrete information about how project managers will know if their intentions were realized. It is increasingly important to funders that programs or projects have concrete audience benefits, with services designed to achieve them for a clearly-defined audience, and that managers demonstrate that the benefits were achieved.

**Can my program take credit for large outcomes?**
Certainly, if the outcomes were logical and closely related results of the services provided. Funders are less concerned with big or small outcomes and more concerned with the logical connection between services and outcomes and the clarity of indicators. Part of the usefulness of OBE is the concrete, objective way it can connect participation in a program or service to specific knowledge, attitudes, behaviors, skills, and other achievements.

**What does OBE cost?**
On average, an institution should budget 7-10% of a program's total budget to cover the costs of OBE. It is expected that evaluation costs will be included in the budget for a project. LSTA funds may be used for evaluation.

**If OBE is not the same as academic research, and the results may not be completely reliable evidence of outcomes, why should I do it?**
Formal research is one way of capturing information, but not the only way. OBE is a strong, effective and reliable management tool that provides an institution with information regarding the degree to which a program did what it set out to do.

While it does not allow you to determine and claim unique or complete credit for an outcome, OBE does allow you to demonstrate the degree to which a program...
contributed to the outcome for individuals. If you have no information, you cannot credibly claim any contribution to impact.

This is a burning question for many in the library community, in part because academic training conditions us to look skeptical at any information that is not statistically valid, rigorous in its sample selection, and otherwise derived from the scientific model. In OBE, we’re not looking for information that we intend to extend to other institutions or contexts. Instead, we’re looking to see if what we did had the result we intended. That information helps us make decisions about a particular program: whether to continue it, expand it, improve it, or replace it with another.

OBE doesn’t usually look for signs that participants have more or better of what it’s evaluating than non-participants. It is not intended to prove that one program did something more effectively than another (although that’s possible). If a project intends to demonstrate the relative worth of one approach measured against others, or to provide a tool for use by other organizations, then of course it needs to turn to the tools and criteria of research.

Since the use of the data provided by OBE is limited, we can usually be satisfied with information that is accurate, without requiring statistical rigor, blind or random sampling, or other characteristics of research for which broad applications are intended.

**How many outcomes should my program have?**
A program needs to have at least one outcome, however, programs are likely to have more than one outcome. It is important to consider what the purpose of the program is and the ways you would expect participants to benefit from your program. These benefits will likely be the outcomes for your program, but you need not measure everything. You may want to prioritize this list and determine what you and your program’s stakeholders would really need to know about the program’s impact.

**What is a logic model and is it necessary?**
A logic model is a step-by-step approach for defining and measuring outcomes. It is your program’s *evaluation plan*. It shows how you will measure outcomes, what information you need to collect, who you will collect information about, when you will get the information and what targets you have chosen for the outcomes.

A logic model is essential to the success of your institution’s implementation of outcome-based evaluation. Without this, outcome based evaluation will not become a reality for your institution.

**How complicated is outcome based evaluation?**
Once the concepts are understood and you have successfully implemented it a few times, it is a very simple process to understand and manage. The key to success is commitment of the institution and the clear identification of roles in managing OBE.

**How much time will it take?**
It isn't possible to prescribe a time for all programs. It does take a commitment of time and resources to get it done. The majority of time comes at the front end. In compensation, once incorporated, OBE can save significant time in planning and
management by allowing you to get at the right questions, and answers, early on in the program planning process.

What can outcome based evaluation do for my institution?
Employing outcome-based evaluation and reporting on the impact of a project can have many positive benefits:
• First, it can help in telling a story about the library’s services in ways stakeholders and the general public can understand and appreciate. It helps the library to convey important information about its impact on the community, and also to convey the very powerful personal stories that show how important the program was to specific individuals.
• Second, it can help better position the library to pursue other funding because intended benefits and impact of a proposed program can be described in very specific terms by identifying what the program will do for participants.
• Third, OBE places a structure on the planning and management of a project, by clarifying goals and success in meeting them. Project staff can better communicate the benefits they intend to deliver to program participants - it can aid recruitment and marketing.

Aren’t some things difficult to measure?
Some things will seem more difficult to measure (evaluate) than others, and not all things programs accomplish need be measured. It is often more straightforward to measure "hard" impact, such as knowledge, behavior, and skills than it is to measure "soft" impact such as attitudes. Measuring attitude changes or other "soft" impacts is not actually more difficult, but it may require more creativity.

How will I know if my outcomes are good enough?
Outcomes are effective if they 1) are closely associated with the purpose of a program and describe what an organization wants to make happen for people, 2) are realistic and within the scope of what the program can affect and 3) have indicators that allow them to be measured.

How do I report outcome based evaluation information?
Consider what your program’s stakeholders want to know about the results of your program when developing reports from outcome-based evaluation data. The institution’s Board, its community, and funders may want similar information, but this does not mean that one report will satisfy everyone. In general, consider the following as desirable information for reports:

• Needs identified
• Inputs (what we used)
• Activities and services (what we did)
• Audience (characteristics and participation)
• Outputs (what we produced)
• Outcomes (what impact we achieved and how we know) and
• Interpretation (what it all means, why it matters)
Evaluating the Success of LSTA Sub-Grant Projects
For Project Managers

As manager of an LSTA-funded project, you will submit a **final report** at the end of the project, which will include data about the grant-funded activities and your assessment of how effective the project was in producing the desired outcomes.

**Your project may or may not actually succeed** in changing people’s attitudes, behaviors and skills – many factors beyond the library’s control may affect a project’s success. But, it is important to collect information and create a record of grant funded activities, whether or not they were perceived to be successful.

Your **initial grant application included a plan** (Sections 4.d. and 4.e.) for evaluating the outcomes of project activities for participating individuals. As the project unfolds, you should refer often to that plan, change the plan if needed, and **keep your own notes** about how well the project activities fulfill expectations.

**Costs associated** with evaluating the success of a project can be included in the grant application budget.

**Partners and staff should participate** in evaluation of the project. Discuss the importance of evaluation with all project staff, including volunteers and partner agencies. Enlist their aid in collecting data, and gather their observations, too.

Evaluation steps must be **incorporated in the ongoing project**, not left until the end of the project.

Here are some **ways of collecting data**, documenting results, and gauging the overall success of a project:

- Conduct interviews with individuals participating in project activities; note their reactions and any changes in their attitudes toward library services (satisfaction, disappointment, enthusiasm, indifference, etc.)
- Observe and make notes while project activities are occurring, either as part of the action or as a bystander. Note activities that work well or that could be improved.
- Observe and make notes on the kinds of people that participated (age, race/ethnicity, employment condition, family details, etc. as appropriate to the project.)
- Bring together staff and audience members in focus groups to discuss the project’s successes and failures.
- Gather numbers and data: Count circulation, attendance, items utilized, number of hours devoted to the project, dollars spent or saved, etc.
- Compare pre-existing data with project information, and note any changes.
• Conduct surveys of participants. But, beware: Voluntary surveys are an easy option, but they rarely prove to be an effective way of collecting data about outcomes. Use surveys only to supplement other methods.
• Collect anecdotal reports and personal stories that come to light during or as a result of project activities.
• Document changes in the personal skills and knowledge (improved or not improved) of those who participated in project activities. Pre- and post-tests can be effective here.
• Select some participants and/or staff to self-report via logs and journals kept during the course of the project.
• Invite an outside expert to observe, review, and critique project activities.
• Analyze the cost/benefit aspects of your project.
• Conduct a “hot wash” staff discussion immediately after the close of the project to gather and record reactions while memories are still fresh (positive or negative).

Compare the results of various evaluation attempts. If data is contradictory, try to track down and resolve the problem before much additional time passes. Finally, review notes and data, and combine to make a “story” of the project that you can tell later on.

You may wish to share the evaluation of your project for the benefit of other libraries. The State Library posts information about selected LSTA projects on its website. You may also choose to:
• Present a report on your project at library staff gatherings such as State Library exchanges
• Present a session at SCLA, ARSL, or PLA
• Present information about your project and its outcomes as a Poster Session at one of these conferences
• Provide information to the State Library’s Communication Officer for the online newsfeed
• Write an article for a professional journal
• Create a page on your library’s web page or in your newsletter about the project
• Let the media know about your success via press releases before and after the project’s conclusion