

Mississippi Library Commission



Evaluation of the Library Services and Technology Act Five-Year Plan 2008-2012

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Evaluation Summary

The use of federal Library Services and Technology Act (LSTA) funds by the Mississippi Library Commission (MLC) during the past five years has been guided by the MLC's Five-Year LSTA Plan for 2008-2012. The intent of this evaluation is to examine the extent to which the MLC has met the goals that are defined in its Five-Year LSTA Plan.

The specific evaluation questions addressed in the body of this evaluation include the following:

- How effective was the MLC in achieving the goals specified in its Five-Year LSTA Plan?
- How effective were the MLC's methods of managing LSTA grant funds?
- How satisfied are library stakeholders with the management of LSTA grant funds?

The methodology employed in this evaluation included examining the documents listed in Annex D, facilitating two focus groups with Mississippi librarians, gathering data through a Web-based survey of Mississippi librarians, conducting face to face interviews with MLC staff, and conducting telephone interviews with members of the MLC Board of Commissioners.

Based on the evaluation of the degree to which the outputs and outcomes associated with the goals of the MLC's Five-Year LSTA Plan have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, the evaluation makes the following findings:

- Some progress has been made towards meeting Goal 1 (Technology) but greater efforts may be needed by the MLC in some aspects of this Goal.
- Progress has been made towards meeting Goal 2 (Library Development).
- The MLC has met its Goal 3 (Interlibrary Cooperation).
- Progress has been made towards meeting Goal 4 (Special Populations).
- The MLC has met its Goal 5 (Skills Development).
- The process followed by the MLC staff in administering the subgrant programs within the five goal areas is quite good.

The evaluation makes the following recommendations:

1. **Building on strengths: Skills Development.** Continue to support programs such as Librarianship 101, the Directors Symposium, and the Public Librarian Scholarship subgrants.
2. **Building on strengths: Interlibrary Cooperation.** Continue to support programs such as the

Virtual Union Catalog, Interlibrary Loan, and the MAGNOLIA databases. Consider the expansion of the Virtual Union Catalog to include the community college libraries in Mississippi.

3. **Building on strengths: Library Development.** Continue the current programs in Goal 2.
4. **Building on Strengths: Special Populations.** Continue the current programs in Goal 4, continue the efforts to better market the MLC's services in this area, and consider training local library staff in the use of these statewide services and in identifying individuals in their own communities who would benefit from these services.
5. **Areas for Improvement: Technology.** Continue the most successful programs under Goal 1: Program C (Connectivity and Service), Program E (Subgrants), and Program F (Assistive Technology). Examine the other programs to determine ways to strengthen them.
6. **Areas for Improvement: Evaluation.** Improve the evaluation of LSTA programs by viewing evaluation as an ongoing process, by continuing to train librarians and MLC staff on outcomes-based evaluation, and by improving the outputs and outcomes used in the MLC Five Year Plan.
7. **Areas for Consideration: Other Subgrant Programs.** Consider additional subgrant programs in two areas: e-books (like the e-book demonstration project recently announced for FY2013) and collection development.
8. **Areas for Consideration: Grants Process.** Continue assistance with the application and management process for subgrants, consider ways to provide more information about successful grant applications, explore ways to use LSTA funding to better leverage local funds, explore ways to make the process of acquiring and managing grants easier for smaller libraries, and consider changes to the timing of subgrants.

Background of the Study

The use of federal Library Services and Technology Act (LSTA) funds by the Mississippi Library Commission (MLC) during the past five years has been guided by the MLC's Five-Year LSTA Plan for 2008-2012. The intent of this evaluation is to examine the extent to which the MLC has met the goals that are defined in its Five-Year LSTA Plan.

The intended users and uses of this evaluation include:

- The staff and the Board of Commissioners of the MLC as they both assess the work of the MLC during the past five years and formulate its next Five-Year LSTA Plan.
- The staff of the Institute of Museum and Library Science (IMLS) as they review the use of LSTA funds, report to Congress concerning the impact of LSTA funding and library programs, and consider the future of the LSTA program.
- Members of the Mississippi library community as they provide feedback to the MLC on its LSTA-funded programs.

The specific evaluation questions addressed in the body of this evaluation include the following:

- How effective was the MLC in achieving the goals specified in its Five-Year LSTA Plan?
- How effective were the MLC's methods of managing LSTA grant funds?
- How satisfied are library stakeholders with the management of LSTA grant funds?

The values and principles guiding this evaluation process have been consistent with those outlined in the "Guiding Principles for Evaluators" of the American Evaluation Association and include a goal of bettering the operations of the MLC and of libraries throughout the state of Mississippi, contributing to informed decision making, involving stakeholders in the evaluation process, respecting the hard work and knowledge of the staff of the MLC, and working to ensure that the analyses and recommendations of the evaluation were stated in a manner that will encourage discussions to address possible change in a positive manner.

Description of the Methodology Employed

The methodology employed in this evaluation included examining the documents listed in Annex D, facilitating two focus groups with Mississippi librarians, gathering data through a Web-based

survey of Mississippi librarians, conducting face to face interviews with MLC staff, and conducting telephone interviews with members of the MLC Board of Commissioners. The usual strengths and weaknesses of document analysis, focus groups, surveys, and interviews apply to this evaluation, but more importantly, these methods enabled stakeholders as well as MLC staff to provide input to the evaluation process. The validity and reliability of the evidence provided through these methods is strong, and no ethical considerations arose during the evaluation process.

Evaluation Findings

This section of the evaluation addresses the key questions provided by the IMLS in its “Guidelines for Five-Year Evaluation.”

Retrospective Questions:

1. Did the activities undertaken through the state’s LSTA plan achieve results related to priorities identified in the Act?

The IMLS priorities are listed at <http://www.imls.gov/programs/>:

1. 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;
2. 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;
3. 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;
4. Enhance efforts to recruit future professionals to the field of library and information services;
5. Develop public and private partnerships with other agencies and community-based organizations;
6. Target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;

7. 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 ...;
8. Develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

As the table below shows, the Programs and Goals of the Mississippi Library Commission Five-Year LSTA Plan have achieved results related to the various IMLS priorities.

Five-Year LSTA Plan Goal or Program	IMLS Priority
<i>Goal 1 – Technology: Enhance use of technology in libraries to improve services and facilitate access to materials and information resources for Mississippians by supporting and providing statewide networking, technology access, subgrants, technology consulting/support, and initiatives to libraries.</i>	
Program A – Support – Full time technical staff will provide support and consulting with libraries on LAN/WAN issues and Internet security and availability.	1, 2, 3, 6, 7, 8
Program B – Research and Development – The Mississippi Library Commission will assist libraries in considering and implementing new trends in library technology by providing research and development services.	1, 2, 3, 6, 7, 8
Program C – Initiatives – The Mississippi Library Commission encourages technology initiatives to improve library services through utilization of technologies such as video conferencing, wireless networking, and similar programs to better serve Mississippians seeking library resources through technology.	1, 2, 3, 6, 7, 8
Program D – Connectivity and Service – The Mississippi Library Commission provides access to Internet service to all Mississippi public libraries.	1, 2, 3, 6, 7, 8
Program E – Subgrants – Provide funding opportunities to libraries to enhance local efforts in technology hardware, software, consulting and related fields to aid libraries in applying latest technology advances to services for Mississippians.	1, 2, 6, 7, 8
Program F – Assistive Technology – Encourage assistive technologies in libraries to aid access by special populations.	1, 2, 6, 7

<i>Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service to all Mississippians by providing subgrants, consulting/support, initiatives, resource assistance, and public library accreditation implementation.</i>	
Program A – General Support – The Mississippi Library Commission strengthens and enhances management of Mississippi libraries by providing advice and support to library administration, library staff, library trustees, and public officials.	1, 3, 6, 7
Program B – Programs and Programming Support – The Mississippi Library Commission supports sustained growth and advancement of libraries to enhance access to quality library services through specialized development and consulting on library programs and programming.	1, 3, 6, 7
Program C – Subgrants – Provide funding opportunities to libraries to enhance local efforts in the areas of library development and related areas to aid libraries in delivering quality library service.	1, 6
<i>Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships so Mississippi libraries may address the needs of citizens.</i>	
Program A – Subgrants – Provide funding opportunities to libraries addressing local interlibrary cooperation needs.	1, 6
Program B – Partnerships – Develop partnerships between and among all types of libraries, private businesses, corporations, associations, corporations, and similar groups to advance library services and address needs.	1, 3, 5, 6, 8
Program C – Primary Resource Library – The Mississippi Library Commission will provide access to a Primary Resource Library to 1) supplement the resources found in local libraries; 2) access to professional reference specialist to respond to queries not filled at the local level; 3) circulate materials not locally owned.	1, 2, 6, 8
Program D – Resource Sharing – The Mississippi Library Commission will provide access to a statewide interlibrary loan (ILL) system to enable libraries to meet Mississippians needs for materials/resources not available locally.	1, 2, 6, 8

<i>Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance so that all can achieve their goals as lifelong learners through subgrants, direct and indirect outreach programs and initiatives, association with multi-faceted organizations, and direct service initiatives.</i>	
Program A – Reading Programs – Offer customized reading programs for Mississippians identified as special populations to facilitate lifelong learning.	1, 6, 7
Program B – Library Services for Mississippians with Disabilities – Provide traditional and non-traditional library services for Mississippians with disabilities to meet information and recreational reading needs and promote lifelong learning.	1, 2, 6, 7, 8
Program C – Subgrants – Provide funding opportunities to libraries to enhance local efforts in addressing the needs of identified special populations to meet service needs of all Mississippians regardless of personal circumstance.	1, 6, 7
<i>Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access; grow electronic networks and linkages between libraries; develop partnerships; target services to diverse individuals and those underserved or having difficulty using a library by enhancing the ability of libraries to more effectively utilize resources to deliver services so all Mississippians have equitable access to quality library service.</i>	
Program A – Subgrants – Provide funding opportunities to aid in developing skills and knowledge of library staff and trustees to improve library resources, services, systems & tools, so that all Mississippians have access to quality library service.	3, 4
Program B – Continuing Education – The Mississippi Library Commission will make available skills development programs to support: learning and electronic information and networks; electronic and other linkages; public and private partnerships; library services targeted to diverse individuals, individuals with disabilities, persons having difficulty using a library, and underserved urban and rural individuals or communities.	1, 2, 3, 4, 5, 6, 7

2. To what extent were these results due to choices made in the selection of strategies?

These results were due to a combination of choices made in the selection of strategies and results related to subsequent implementation. The MLC staff selected strategies that were most likely to support the IMLS priorities, given the needs of the citizens and libraries of

Mississippi.

3. To what extent did these results relate to subsequent implementation?

As noted in the previous item, these results were due to a combination of choices made in the selection of strategies and results related to subsequent implementation. The successful implementation of the majority of the programs outlined in the MLC's Five-Year LSTA Plan enabled the MLC staff and librarians throughout the state of Mississippi to achieve results related to the various IMLS priorities.

4. To what extent did programs and services benefit targeted individuals and groups?

The MLC was able to meet its goals in two of the five Goal areas specified in the Five-Year LSTA Plan (Goal 3, Interlibrary Cooperation, and Goal 5, Skills Development), made substantial progress in two other Goal areas (Goal 2, Library Development, and Goal 4, Special Populations), and made some progress in the remaining area (Goal 1, Technology).

Goal 1 – Technology: Enhance use of technology in libraries to improve services ...		
<input checked="" type="checkbox"/> Some progress	<input type="checkbox"/> Substantial progress	<input type="checkbox"/> Met goal

According to its 2009 and 2010 SPRs to the IMLS, the MLC devoted \$839,984 in LSTA funds to the programs associated with Goal 1. This included \$590,823 in statewide programs and \$249,161 in subgrants. This total represented 21 per cent of the LSTA funds for the two-year period.

Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 1 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, some progress has been made towards meeting Goal 1 but greater efforts may be needed by the MLC in some aspects of this Goal.

On the one hand, there is strong evidence that the outputs and outcomes have been achieved for Programs D (Connectivity and Service) and E (Subgrants). There is also good evidence that the outputs and outcomes have been achieved for Program F (Assistive Technology). On the other hand, there are gaps in the achievement of outputs and outcomes in the other program areas, including the forums detailed in Program A (Support); trend identification, trend assessment, and

tests in Program B (Research and Development); and the improved service delivery described in Program C (Initiatives)

The results obtained in the February 2012 survey of Mississippi librarians provide a similar assessment. In that survey, the non-subgrant programs associated with Goal 1 were given relatively low ratings by the survey respondents, with four of the five non-subgrant programs from Goal 1 being rated among the five lowest ranked non-subgrant programs listed in the MLC's Five-Year LSTA Plan.

Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service ...		
<input type="checkbox"/> Some progress	<input checked="" type="checkbox"/> Substantial progress	<input type="checkbox"/> Met goal

According to its 2009 and 2010 SPRs to the IMLS, the MLC devoted \$793,814 in LSTA funds to the programs associated with Goal 2. This included \$490,691 in statewide programs and \$303,123 in subgrants. This total represented 20 per cent of the LSTA funds for the two-year period.

Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 2 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, substantial progress has been made by the MLC in this area.

The evidence provided shows that all of the outputs and at least half of the outcomes associated with Goal 2 have been achieved. There is evidence that the programming skills of library staff have increased and that both the number of programs presented in libraries and the attendance at these programs has increased. In addition, the results of the February survey of librarians showed that the programs associated with Goal 2 were ranked near the average of all programs in the MLC's Five-Year LSTA Plan, with Program A (Provide advice & support to libraries, staff, trustees, public officials) ranking as the fourth highest rated non-subgrant program in general.

Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships ...		
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<input type="checkbox"/> Some progress	<input type="checkbox"/> Substantial progress	<input checked="" type="checkbox"/> Met goal
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According to its 2009 and 2010 SPRs to the IMLS, the MLC devoted \$1,467,936 in LSTA funds to the programs associated with Goal 3. This included \$1,457,936 in statewide programs and \$10,608 in subgrants. This total represented 37 per cent of the LSTA funds for the two-year period, the largest portion of LSTA funds devoted to any of the five goals of the MLC's Five-Year LSTA Plan.

Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 3 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, the MLC has met its goal in this area.

The evidence provided shows that nearly all of the outputs and at least half of the outcomes associated with Goal 3 have been achieved. Likewise, the results obtained in the February 2012 survey of Mississippi librarians and input from the two focus groups show strong support for the programs under Goal 3. The Virtual Union Catalog is an impressive service and possibly unique in the United States. The Primary Resource Library and the statewide Interlibrary Loan service are also well regarded by the librarians in Mississippi.

Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance ...		
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<input type="checkbox"/> Some progress	<input checked="" type="checkbox"/> Substantial progress	<input type="checkbox"/> Met goal
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According to its 2009 and 2010 SPRs to the IMLS, the MLC devoted \$477,058 in LSTA funds to the programs associated with Goal 4. This included \$349,292 in statewide programs and \$127,766 in subgrants. This total represented 12 per cent of the LSTA funds for the two-year period.

Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 4 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, substantial progress has been made by the MLC in this area.

The evidence provided shows that almost all of the outputs and about half of the outcomes associated with this Goal have been achieved. Participation in the reading programs offered by the MLC BPHLS has been good, the number of registered users has been steady, and the number of materials circulated has increased. The introduction of the BARD service and the new digital readers are encouraging developments.

The results obtained in the February 2012 survey of Mississippi librarians do raise some concerns, however. While Program B was rated close to the average of all non-subgrant programs by the respondents, Program A and Program C received low ratings, both in general and in terms of the impact on skills, knowledge, etc. Because the comments about these programs were uniformly positive, the low ratings may indicate a need to continue efforts to better market these services to librarians on the part of the MLC or a lack of awareness by librarians of the needs of the individuals being served by BPHLS.

Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access ...		
<input type="checkbox"/> Some progress	<input type="checkbox"/> Substantial progress	<input checked="" type="checkbox"/> Met goal

According to its 2009 and 2010 SPRs to the IMLS, the MLC devoted \$405,185 in LSTA funds to the programs associated with Goal 5. This included \$340,499 in statewide programs and \$64,686 in subgrants. This total represented 10 per cent of the LSTA funds for the two-year period.

Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 5 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, the MLC has met its goal in this area.

The evidence provided shows that all of the outputs and at least half of the outcomes associated with Goal 5 have been achieved. Likewise, the results obtained in the February 2012 survey of Mississippi librarians and input from the two focus groups show strong support for the programs under Goal 5. The various continuing education workshops, Librarianship 101, the Directors Symposium, and the Public Librarian Scholarship subgrant program are especially well received by the librarians in Mississippi and appear to improve the skills of staff members in Mississippi's libraries.

Findings Related to the MLC Subgrants Process

Based on a review of various documents, interviews with MLC staff, input from the focus groups, and the results of the February 2012 survey of Mississippi librarians, the process followed by the MLC staff in administering the subgrant programs within the five goal areas is quite good. In particular:

- MLC staff attempt to balance the needs of larger libraries that are able to write competitive grants and the needs of smaller libraries that may not be able to write competitive grants but that nevertheless display a strong need for the funds. The workshops and individual assistance provided to libraries throughout the state are commendable. (As one focus group participant noted, “I have administered federal grants for 20 years, and I never got this kind of help anywhere else.”)
- The MLC’s peer review process for its competitive grants is well thought out.
- The MLC’s subgrants manual is particularly good and provides librarians with a good amount of information about the subgrant programs and the application process.
- The MLC staff have worked hard to help librarians better understand the outcomes-based evaluation process.

Process Questions

1. Were modifications made to the SLAA’s plan? If so, please specify the modifications and if they were informed by outcome-based data?

The MLC has made no modifications to its plan.

2. If modifications were made to the SLAA’s plan, how were performance metrics used in guiding those decisions?

The MLC has made no modifications to its plan.

3. How have performance metrics been used to guide policy and managerial decisions affecting the SLAA’s LSTA supported programs and services?

Performance metrics appear to be used to a moderate degree in guiding policy and managerial decisions affecting the MLC's LSTA supported programs and services. Interviews with MLC staff indicated both an awareness of and use of performance metrics from the current Five Year Plan, and the various annual reports and SPRs reviewed for this evaluation also reflect the use of performance metrics in many aspects of the operation of the MLC.

4. What have been important challenges to using outcome-based data to guide policy and managerial decisions over the past five years?

There have been challenges involved in getting the MLC staff and the librarians in Mississippi to understand OBE and the use of outcome-based data to guide policy and managerial decisions, but workshops on OBE have been held and the MLC staff believe that the situation has greatly improved.

Prospective Questions

1. How does the SLAA plan to share performance metrics and other evaluation-related information within and outside of the SLAA to inform policy and administrative decisions during the next five years?

The MLC will:

- Post the evaluation on its Website;
- Discuss it with library directors; and
- Review it with the Board of Commissioners.

2. How can the performance data collected and analyzed to date be used to identify benchmarks in the upcoming five-year plan?

This evaluation of the MLC Five-Year LSTA Plan has produced substantial new information from the survey and focus groups and has pulled together information from existing documents. This information can be used to establish benchmarks in many areas of the MLC's 2013-2017 Five-Year LSTA Plan. In fact, one of the recommendations from the evaluation suggests that staff gather benchmark data to ensure that its outputs and outcomes can be properly assessed.

3. What key lessons has the SLAA learned about using outcome-based evaluation that other States could benefit from knowing? Include what worked and what should be changed.

There are challenges involved in developing an understanding of OBE. The use of OBE within the agency models best practice. OBE is a continuing issue requiring ongoing training.

Methodology Questions

1. Identify how the SLAA implemented the selection of an independent evaluation using the criteria described in the next section of this guidance document.

Hiring an outside evaluator allowed the MLC to acquire a more objective perspective, to take advantage of outside expertise, and to garner an independent, unbiased evaluation for stakeholders.

Referred by LYRASIS, Dr. Robert Burgin of RB Software & Consulting, Inc. was contracted to conduct the evaluation of the MLC Five-Year LSTA Plan. Dr. Burgin has provided consulting on strategic planning and technology planning to libraries since 1986, has 10 years of experience in public library administration, has 2 years of State Library experience in North Carolina, and taught for 25 years in the School of Library and Information Science at North Carolina Central University, where he also served as Associate Dean of the School. In addition, Dr. Burgin has published over 50 articles on library management, information retrieval, and library automation.

2. Explain who was involved in conducting the various stages of the evaluation. What stakeholders provided and interpreted evaluation data?

As noted above, Dr. Robert Burgin was contracted via Lyrasis to conduct the evaluation of the MLC Five-Year LSTA Plan. The individuals involved in providing evaluation data are listed in Annex C. The interpretation of evaluation data has been conducted by Dr. Burgin.

3. Describe the types of statistical and qualitative methods used in conducting the evaluation. Include administrative information as well.

Simple descriptive statistics have been provided for the results of the February survey of librarians in Mississippi by reporting the percentages of each category of answer provided by

the respondents.

Qualitative methods have included interviews, focus groups, open-ended questions on the survey of Mississippi librarians, and reviews of documents.

4. Document any tradeoffs made in the selection and implementation of the selected evaluation methods.

Evaluation methods were selected to provide reliable, valid data within the time frame of the study and at a minimal cost. The tradeoffs of the methods used are well known.

In the case of this evaluation of the MLC Five-Year LSTA Plan, the methods chosen promised a reasonable level of validity and reliability (see Question 6 below) within the time frame of the study and at a reasonable cost.

5. Discuss strategies used for disseminating and communicating the key findings and recommendations.

The MLC will:

- Post the evaluation on its Website;
- Discuss it with library directors; and
- Review it with the Board of Commissioners.

6. Assess the validity and reliability of the data used for conducting this evaluation study.

The documents examined are valid and reliable. The MLC's annual SPR reports to IMLS have been reviewed and accepted by IMLS. The MLC annual reports and other documents, created for other agency purposes, are both valid and reliable.

Focus group input is valid, particularly as no MLC staff were present, allowing participants to speak freely and provide honest feedback. Focus groups were small, but representative. In combination with the survey results, the validity and reliability of both tools were increased.

Survey results have high reliability as all respondents answered the same questions and

each response was consistently analyzed. Incomplete surveys were discarded, with only complete surveys considered.

Recommendations

1. **Building on strengths: Skills Development.** The programs associated with Goal 5 of the MLC's Five-Year LSTA Plan are particularly strong, and the MLC is encouraged to build upon these strengths by continuing to support programs such as Librarianship 101, the Directors Symposium, and the Public Librarian Scholarship subgrants. Given the difficulties of local library staff travel within the state, however, the MLC staff may wish to expand innovative training methods like Webinars, Web-based tutorials, and other online training. Increased training in the areas of customer service and the use of MAGNOLIA resources is also encouraged, as is increased training for library trustees, perhaps through the use of the recently-acquired ALTAFF videos. MLC staff may also wish to explore a "train the trainer" model, where funds could be used to train individuals throughout the state who would then train library staff members in their geographical areas; such an approach might be particularly helpful with technology training.
2. **Building on strengths: Interlibrary Cooperation.** The programs associated with Goal 3 also represent a strong area of the MLC's Five-Year LSTA Plan. The Virtual Union Catalog is impressive and represents a service that is perhaps unique in the United States, and the Interlibrary Loan program and the MAGNOLIA databases provide citizens throughout Mississippi with access to an incredibly wide range of materials, regardless of where they live. The MLC is encouraged to build upon these strengths by continuing to support programs such as the Virtual Union Catalog, Interlibrary Loan, and the MAGNOLIA databases and by considering the expansion of the Virtual Union Catalog to include the community college libraries in Mississippi. The MLC staff might also consider additional databases, particularly in the area of genealogy.
3. **Building on strengths: Library Development.** This evaluation rates the progress of the MLC towards meeting Goal 2 of the Five-Year LSTA Plan as good. The general consulting provided to library administration, staff, and trustees is excellent and is well received by the librarians in Mississippi; having an e-rate consultant in a state with a high e-rate discount, like Mississippi, is

especially helpful. Likewise, the programming support that the MLC provides is very good and has led to an increase in the skill level of librarians as well as an increase in the number of programs offered by Mississippi's libraries and attendance at those programs. This evaluation recommends that the MLC continue its current programs in this area.

4. **Building on Strengths: Special Populations.** This evaluation rates the progress of the MLC towards meeting Goal 4 of the Five-Year LSTA Plan as good. The reading programs, the services provided by the BPHLS in general, the new digital readers, and the BARD service do an excellent job of meeting the needs of the target populations. There is, however, an apparent lack of awareness by the librarians in the state regarding the services provided under Goal 4 and their importance, and there may be a lack of understanding regarding the needs of the individuals targeted by the programs of Goal 4. The MLC needs to continue its efforts to better market its own services in this area and to make the Mississippi library community aware of how LSTA funds are being used to serve special populations throughout the state. The MLC staff might also consider training librarians in Mississippi both in the use of these statewide services and in ways to identify individuals in their own communities who would benefit from these services.
5. **Areas for Improvement: Technology.** Based on the evaluation of the degree to which the outputs and outcomes associated with Goal 1 have been realized, the results of the February 2012 survey of Mississippi librarians, focus group input, and interviews with individuals, some progress has been made towards meeting Goal 1 but greater efforts may be needed by the MLC in some areas of this Goal. Evidence that the outputs and outcomes have been achieved is strong for Programs D (Connectivity and Service) and E (Subgrants) and moderate for Program F (Assistive Technology), but such evidence is spotty for the other programs of Goal 1: Program A (Support); Program B (Research and Development); and Program C (Initiatives).
 - MLC staff need to build upon the strengths of Programs D, E, and F by continuing funding in these areas. MLC staff then need to examine the other programs to determine whether the ideas are still pertinent (in which case greater efforts to implement them are needed) or not (in which case, funding should be focused on other aspects of the technology).
 - Several survey respondents and focus group participants mentioned the need for the Network Services consultants to make more site visits, and the MLC staff need to consider whether this is feasible. If more site visits are not feasible, then other ways of increasing the interaction between the Network Services consultants and local library staff need to be considered. More focus might be given to programs to increase assistance to local library

staff members, especially those who work closely with the technology, and the ITS training that is currently provided should be continued.

- The MLC staff may wish to explore subgrant programs that would bring all libraries up to some standard in the area of technology. This approach was tried successfully in the past when LSTA funds were used to ensure that all public libraries in the state had integrated library systems. For example, a similar program to ensure that all public libraries have PC or print management systems might be considered.
- A subgrant program to develop innovative and replicable technology programs might be worth examining. A library might use subgrant funds to develop and test a pilot program to use the technology to address an identified need, implement it, gauge its success, and then help other libraries replicate the program. The libraries replicating the program might also be provided with subgrant funding.

6. **Areas for Improvement: Evaluation.** The evaluation of LSTA programs in Mississippi could be improved in three ways: by viewing evaluation as an ongoing process; by continuing to train librarians and MLC staff on outcomes-based evaluation; and by improving the outputs and outcomes used in the MLC Five Year Plan.

- Evaluation should be viewed by the MLC as an ongoing process and not simply something that is conducted every five years. The MLC's FY2011 annual reports, several of which focused on specific goal areas of the Five Year Plan, represent an encouraging development in this regard. Every output and every outcome in the Five Year Plan need to be reported at least every year.
- The MLC should continue to train librarians in Mississippi and MLC staff on outcomes-based evaluation. Admittedly, OBE is not an easy to concept to grasp, and librarians will likely need continuing education and assistance in this area. The MLC might establish measures and metrics for evaluating projects and might even create template data collection instruments for grant recipients, with instruction on how to perform data collection and analysis.
- The MLC staff should consider ways to improve the outputs and outcomes in its next Five Year Plan. Although many of the outputs and outcomes used in the 2008-2012 Plan were good (for example, the use of a pre-test and post-test to assess the effectiveness of the Librarianship 101 workshops), these were sometimes vague and difficult to assess (for example, Goal 1, Program C's use of improved service delivery as an outcome). The outputs and outcomes could be improved in a number of ways: by establishing not just intended outputs and outcomes but also indicators of these outputs and outcomes; by

establishing data sources for each output and outcome; by specifying targets for the change desired in these outputs or outcomes; and by gathering the benchmark data needed to ensure that these targets can be properly assessed. Not only would the improved use of outputs and outcomes by the MLC likely improve its own operations and the use of LSTA funds, it would also model good behavior for other libraries in the state.

7. **Areas for Consideration: Other Subgrant Programs.** The MLC makes available several subgrant programs, both competitive and non-competitive, for the public libraries in Mississippi. Several respondents to the February survey and several focus groups attendees suggested other subgrant programs, and the MLC staff may wish to consider two areas in particular: e-books and collection development.

- There were a large number of recommendation for programs related to e-books, particularly for the establishment of a statewide e-book collection or consortium. The MLC staff have already announced an e-book demonstration project for FY2013 and are encouraged to further investigate this area, looking in particular at what other states, like Ohio, have been able to do.
- Mississippi's public libraries rank far below the national average in terms of books per capita, and collection development subgrants might help address this disparity. This need is already being addressed as part of the non-competitive Library Development subgrant program, and the MLC staff are encouraged to do more. However, such efforts should be focused and should encourage the development of quality collections in response to community needs.

8. **Areas for Consideration: Grants Process.** For the most part, the process of awarding and managing the LSTA funds works very well. The MLC has made a number of sound changes since the evaluation of its previous Five-Year LSTA Plan, including the decision to expend the federal funds based on the state fiscal year, changes in account coding, standardizing the internal program reporting methods, making program decisions at the program coordinator level, changes in the payment process for subgrants, and changes in the application and reporting procedures for subgrants. Nevertheless, the MLC staff may wish to consider other ways of changing how subgrants, in particular, are managed.

- Assistance to libraries with the application and management process is likely to be a continuing need. The MLC staff should consider more training in grants writing (which could be helpful to libraries seeking outside funding from sources beyond LSTA) and might

also consider providing statewide access to databases such as the Foundation Directory Online.

- The MLC staff might consider ways to provide more information about successful grant applications, abstracts of which could be posted to the MLC Website, for example.
- The MLC staff may wish to explore ways to use LSTA funding to better leverage local funds. While the local match for grants was recently reduced from 25 per cent to 10 per cent in recognition of the difficult financial situation of many libraries, ways of using the promise of LSTA funds to increase local funding need to be considered. Alternatively, the MLC staff might provide greater assistance to libraries in finding local funding for whatever match is required.
- The MLC staff should continue to explore ways to make the process of acquiring and managing grants easier for smaller libraries, as it did when the non-competitive grant categories were added. This could take the form of reducing reporting requirements for competitive grants, for example; smaller grants might require less reporting.
- In order to help develop public and private partnerships with other agencies and community-based organizations (an IMLS priority and a program under Goal 3), the MLC should consider incorporating a greater collaborative component in some of its subgrants.
- The MLC staff should consider changes to the timing of subgrants. Several respondents noted that the current timeline is both too short and comes at a bad time of the year, i.e., when local budgets are due or under consideration. Currently, the subgrant categories are approved in January, category information is released in early February, the subgrant manual and applications are issued in March, and applications are due in mid-April. Providing more time between the announcement of grant availability and due date for applications would likely help libraries develop stronger applications.
- The MLC staff should examine other possibilities, such as restructuring the grants to allow multi-year grants or changing the balance of competitive vs. non-competitive grants or basing the amount of grants on the library's service population.

Annexes

Annex A	Assessment of Outputs and Outcomes
Annex B	List of Acronyms
Annex C	List of People Interviewed
Annex D	Bibliography of All Documents Reviewed
Annex E	Focus Group Input
Annex F	Results of the Survey of Librarians

Annex A

Assessment of Outputs and Outcomes

Goal 1 – Technology: Enhance use of technology in libraries to improve services and facilitate access to materials and information resources for Mississippians by supporting and providing statewide networking, technology access, subgrants, technology consulting/support, and initiatives to libraries.

Program A – Support – Full time technical staff will provide support and consulting with libraries on LAN/WAN issues and Internet security and availability.

Outputs

- Number of MissIN requests received. In FY2009, 1,538 MissIN requests were received; all were resolved. In FY2010, 1,398 requests were received; all were resolved. In FY1011, 1,492 requests were received, and 1,488 were resolved.
- Number of MissIN requests resolved. In FY2009, 1,538 MissIN requests were resolved. In FY2010, 1,398 requests were resolved. In FY1011, 1,488 were resolved. This represents a resolution rate of 99.9 per cent.
- Number of site visits. The MLC's Network Services reported an average of 22 site visits per year between FY2009 and FY2011.
- Number of consulting hours. The MLC's Network Services reported 4,755 consulting hours in FY2009, 5,436 consulting hours in FY2010, and 1,800 consulting hours in FY2011. The drop in consulting hours in FY2011 is due to a change in the way that consulting hours are calculated.
- Number of forum development hours. The FY2010 Network Services annual report mentions launching a forum for library discussions and an online meeting space to facilitate communications among Mississippi librarians. However, no other activity in this area could be discerned.
- Number of forums offered. See the previous item.
- Number of forum attendees. See the above item.
- Number of staff trainings. From FY2009 through FY2011, the MLC provided several training events for public library staff members on various aspects of library technology. These included informal one-on-one training for five library systems on AT&T's filtering configuration, a two-day Tech Fair, a workshop on AT&T Bundled Services, a workshop on Reading AT&T Reports, and a workshop on Enhancing Accessibility & Usability of Public Library Websites. The MLC also makes technology training from the Mississippi Department of Information Technology Services available to public libraries. This training is designed to improve basic computer skills and topics have included Microsoft Office, Website Development, Network Security, and others.

Outcomes

- Increase knowledge in areas of connectivity, security, LAN/WAN for staff and libraries through plan period. 93 per cent of the respondents to the February 2012 survey rated the degree to

which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 1, Program A as “some” or “a lot.” Nevertheless, only 36 per cent of the respondents said that their skills, knowledge, etc., had increased “a lot,” the second lowest rating given to any of the non-subgrant programs.

- Increase participation in forums throughout plan period. As noted above, only one forum appears to have been developed, and no data regarding participation is available.
- Increase knowledge of network issues and identify common areas of concern through forum discussions throughout plan period. See previous item.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program B – Research and Development – The Mississippi Library Commission will assist libraries in considering and implementing new trends in library technology by providing research and development services.

Outputs

- Number of trends identified. The FY2009 Network Services annual report stated that 73 trends were identified that year. No additional information is available.
- Number of trends assessed. See the previous item.
- Number of research hours. Over 4,450 “project hours” were logged by the staff during that FY2009 and “594 hours [were committed] to trending and research and development” in FY2010. (This decline is likely due to a change in the way that such hours were calculated.) In FY2011, 300 hours were devoted to research and development and another 1,800 hours to projects.
- Number of tests. No information is available regarding this output.
- Number of informational pieces developed. According to the FY2009 Network Services annual report, the staff “Developed 85 information pieces to share with public libraries.” The FY2010 report stated that the staff “Shared an average of 4 pieces of technical news per month via NSB Blog in 2009-2010.” For FY2011, 40 information pieces were developed.
- Number of consulting contacts. Consulting contacts for Network Services have not been broken out and are included in the consulting contact counts in other areas.

Outcomes

- Increase awareness of new uses for existing technology. 92 per cent of the respondents to the February 2012 survey rated the degree to which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 1, Program B as “some” or “a lot.” Nevertheless, only 35 per cent of the respondents said that their skills, knowledge, etc., had increased “a lot,” the lowest rating given to any of the non-subgrant programs.
- Increase knowledge of and applicability of new technology in libraries. See previous item.
- Increase staffs awareness of library technology needs. See previous item.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program C – Initiatives – The Mississippi Library Commission encourages technology initiatives to improve library services through utilization of technologies such as video conferencing, wireless networking, and similar programs to better serve Mississippians seeking library resources through technology.

Outputs

- Number of projects funded. In FY2009, FY2010, and FY2011, the MLC offered one competitive subgrant program that was pertinent to Goal 1: the Technology subgrant program. In FY2011, the MLC also offered one non-competitive subgrant program that was pertinent to Goal 1: the Focused Technology subgrant program. From FY2009 through FY2011, 43 projects were funded as Technology subgrants and 41 projects were funded as Focused Technology subgrants. In addition, nine statewide projects related to Goal 1 were also funded.
- Amount of funding from all sources. According to the MLC's State Program Reports for FY2010 and FY2011, a total of \$839,984 was awarded to all projects related to Goal 1. This included \$590,823 in statewide programs and \$249,161 in subgrants.

Outcomes

- Increased use of video, wireless, and other technologies in libraries. Help Desk logs indicate that at least 16 public library systems have installed wireless networks. Because of increasing bandwidth demands, at least half of the public library systems have increased telecom capacity over past 4 years. For many of these libraries, MLC's Network Services served as the liaison between the telecom provider and public library.
- Improved service delivery. No data is available to assess this outcome.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program D – Connectivity and Service – The Mississippi Library Commission provides access to Internet service to all Mississippi public libraries.

Outputs

- Bandwidth utilization. In FY2011, the MLC's Network Services reported that maximum bandwidth utilization for libraries was 164 mb out of 200 mb.
- Number of email customers. The MLC's Network Services has provided email accounts and support to more than 850 library staff since FY2009.
- Number of emails outgoing. In FY2010, the MLC's Network Services reported supporting 1,465 outgoing emails daily. In FY2011, Network Services reported supporting 1,200 outgoing emails daily.
- Number of emails sent and received. In FY2010, the MLC's Network Services reported supporting over 106,000 incoming emails and 1,465 outgoing emails per day. In FY2011, Network Services reported supporting 64,000 incoming emails and 1,200 outgoing emails per day.
- Number of websites hosted. For FY2009 and FY2010, the MLC's Network Services hosted 40 public library system Websites. For FY2011, Network Services hosted 29 public library system Websites.

- Number of public libraries migrated to newer network. All public libraries that participate in the statewide network have migrated to MissIN3.

Outcomes

- Increased satisfaction with Internet connectivity and services provided. Based on a 2009-2010 survey of libraries in Mississippi, 93 per cent of respondents believed that the services to libraries provided by the MLC's Network Services were good or excellent, and 97 per cent believed that the services to staff members were good or excellent.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program E – Subgrants – Provide funding opportunities to libraries to enhance local efforts in technology hardware, software, consulting and related fields to aid libraries in applying latest technology advances to services for Mississippians.

Outputs

- Number of subgrant programs. In FY2009, FY2010, and FY2011, the MLC offered one competitive subgrant program that was pertinent to Goal 1: the Technology subgrant program. In FY2011, the MLC also offered one non-competitive subgrant program that was pertinent to Goal 1: the Focused Technology subgrant program.
- Number of applications received for subgrant programs. In FY2009, FY2010, and FY2011, the MLC received 79 applications for the competitive Technology subgrant program. In FY2011, the MLC received 42 applications for the non-competitive Focused Technology subgrant program.
- Scores for competitive applications. Scores for the competitive Technology subgrant program applications have averaged 83 out of 100 from FY2009 through FY2011. These represent the highest average scores of any of the competitive grant programs.
- Subgrant awards made from applications received. In FY2009, FY2010, and FY2011, the MLC awarded 43 subgrants for the competitive Technology subgrant program. In FY2011, the MLC awarded 41 subgrants for the non-competitive Focused Technology subgrant program.
- Individual projects reported annually with project specific outputs. All individual projects provided final evaluation reports with project specific outputs.

Outcomes

- Increased number of applications received during plan period. The number of applications for the competitive Technology subgrant program has held steady, from 24 in FY2009 to 29 in FY2010 to 26 in FY2011.
- Improve scores throughout plan period. Scores for the competitive Technology subgrant program applications did improve from an average of 79 out of 100 in FY2009 to 86 in FY2010 and 84 in FY2011. The slight decline in FY2011 can be attributed to reviewer instructions.
- Increase in applications and scores will be evidence of a truly competitive program in which participants are advancing in their grant writing skills and knowledge. As noted above, the number of applications has held steady while the scores have improved.

- Outcomes for individual projects will be reported annually and include outcomes specific to project. Outcomes for individual projects are reported annually and are included in the MLC's annual State Program Report Summaries to IMLS.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program F – Assistive Technology – Encourage assistive technologies in libraries to aid access by special populations.

Outputs

- Number of courses developed. One course entitled “Building a Better Classroom with Assistive Technology” was developed in FY2009.
- Number of sessions delivered. Two sessions of the “Building a Better Classroom with Assistive Technology” course were delivered in FY2009.
- Number of attendees. A total of 139 individuals attended the two sessions of the “Building a Better Classroom with Assistive Technology” course that were delivered in FY2009.
- Course evaluation. Course evaluations for these sessions were not available.
- Number of subgrant applications received for assistive technologies. Four subgrant applications were received in FY2009, FY2010, and FY2011.
- Number of subgrants awarded for assistive technology. Three subgrants for assistive technology were awarded between FY2009 and FY2011. These included a \$4,616 subgrant to Pearl River in FY2009, a \$12,156 subgrant to Copiah-Jefferson for Enhanced Assistance Hardware/Software in FY2010, and a \$7,254 subgrant to Lee-Itawamba for adaptive software in FY2011. All three subgrants reported being very successful.

Outcomes

- Increased skills of library staff in use of technologies designed to meet the needs of special populations. 93 per cent of the respondents to the February 2012 survey rated the degree to which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 1, Program F as “some” or “a lot.” However, only 37 per cent of the respondents said that their skills, knowledge, etc., had increased “a lot,” the lowest rating of any of the programs associated with Goal 1.
- Increased use of libraries by special populations. Pearl River reported that library usage by low-vision patrons increased by 50 per cent. Copiah-Jefferson reported increased participation in library programs and increased use of the collection by visually-impaired patrons. Lee-Itawamba reported an increase in the number of blind and visually impaired public computer users and an increase in the satisfaction rate among these users.
- Increased LSTA subgrants awarded for adaptive technologies to increase patron access. The three subgrants listed above were awarded in subsequent years, so there is no evidence of an increase in the number of such subgrants being awarded.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service to all Mississippians by providing subgrants, consulting/support, initiatives, resource assistance, and public library accreditation implementation.

Program A – General Support – The Mississippi Library Commission strengthens and enhances management of Mississippi libraries by providing advice and support to library administration, library staff, library trustees, and public officials.

Outputs

- Number of consulting hours. From FY2009 through FY2011, an average of 952 consulting hours per year have been provided to the public library community through the MLC's Library Development, General Support project.
- Number of consulting visits. From FY2009 through FY2011, an average of 92 consulting visits were made per year through the MLC's Library Development, General Support project.
- Number of libraries and library systems visited and assisted. In FY2009, 38 library systems were visited. In FY2010, 34 library systems were visited. In FY2011, 38 library systems were visited.
- Amount of e-rate funding for public libraries. Through the MLC's Library Development, General Support project, an e-rate consultant is provided for the public libraries in the state. In FY2011, the total amount of e-rate funding commitments to public libraries in Mississippi was \$3,847,718.
- Number of public library statistical reports compiled. Through the MLC's Library Development, General Support project, public library statistics consulting and support are provided. All 50 public library entities completed the annual statistical report for FY2009, FY2010, and FY2011.
- Number of orientations provided for new library directors. In FY2009 and FY2010, new directors were brought individually to the MLC for daylong, one-on-one orientations. In FY2011, three new directors (out of six who were invited) attended a three-day New Director Orientation program in FY2011.
- Number of orientations provided for public library trustees. Trustee training was provided for two regional library system administrative boards in FY2009. A Trustees Workshop was held in FY2010 at the MLA conference in Hattiesburg; 35 individuals attended. Eight public library trustee orientation and training sessions were provided for six different library systems in FY2011.

Outcomes

- Increased skills of library staff; increased trustee skills. 95 per cent of the library staff members who responded to the February 2012 survey rated the degree to which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 2, Program A as "some" or "a lot." The FY2010 "Trustees Workshop at MLA" was well received, and received evaluation scores ranging from 4.39 to 4.92 out of 5.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program B – Programs and Programming Support – The Mississippi Library Commission supports sustained growth and advancement of libraries to enhance access to quality library services through specialized development and consulting on library programs and programming.

Outputs

- Number of consulting hours. From FY2009 through FY2011, an average of 952 consulting hours per year have been provided to the public library community through the MLC's Library Development, General Support project.
- Number of consulting visits. From FY2009 through FY2011, an average of 92 consulting visits were made per year through the MLC's Library Development, General Support project.
- Number of statewide programs. Between FY2009 and FY2011, the statewide Collaborative Summer Library Program resulted in an average of 2,525 programs for children per year with an average attendance of 113,469 children per year. Between FY2009 and FY2011, the program resulted in an average of 579 programs for teens per year with an average attendance of 8,545 teens per year. In FY2009 and FY2011, the program resulted in summer programs for adults in an average of 13 library systems and an average attendance of 5,117 adults. (Statistics were not available for FY2010 for adult programs.)
- Number of trainings on programming skills. Between FY2009 and FY2011, 26 sessions of 11 workshops on programming skills were offered.
- Number of attendees at trainings. Between FY2009 and FY2011, 675 individuals attended the workshops on programming skills.
- Number of programs presented in libraries. From 2008 to 2010 (the latest statistics available), the number of programs presented in Mississippi's public libraries grew by 8 per cent, from 20,962 to 22,623.
- Number of attendees at programs presented in libraries. From 2008 to 2010 (the latest statistics available), the number of attendees at programs presented in Mississippi's public libraries grew by 11 per cent, from 545,074 to 607,594.

Outcomes

- Improve knowledge/skills of library staff on programming. 95 per cent of the respondents to the February 2012 survey rated the degree to which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 2, Program B as "some" or "a lot."
- Increase number of statewide programs. The number of statewide programs has fluctuated from one in FY2009 to 17 in FY2010 to 8 in FY2011.
- Increase attendance at trainings. Attendance at the workshops has fluctuated from 41 in FY2009 to 346 in FY2010 to 288 in FY2011.
- Increase number of programs presented in libraries. As noted above, from 2008 to 2010 (the latest statistics available), the number of programs presented in Mississippi's public libraries grew by 8 per cent, from 20,962 to 22,623.
- Increase number of attendance at programs presented in libraries. As noted above, from 2008 to 2010 (the latest statistics available), the number of attendees at programs presented in Mississippi's public libraries grew by 11 per cent, from 545,074 to 607,594.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program C – Subgrants – Provide funding opportunities to libraries to enhance local efforts in the areas of library development and related areas to aid libraries in delivering quality library service.

Outputs

- Number of subgrant programs. The MLC has offered three competitive subgrant programs that have been pertinent to Goal 2: in FY2009, the General Library Services subgrant program; in FY2010 and in FY2011, the Library 2.0 Services subgrant program and the Public Library Programming subgrant program. The MLC has also offered two non-competitive subgrant programs relevant to Goal 2: in FY2009, FY2010, and FY2011, the Professional Assistance Consulting subgrant program; and in FY2010 and FY2011, the Focused Development subgrant program.
- Number of applications received for subgrant programs. In FY2009, the MLC received 30 applications for the competitive General Library Services subgrant program. In FY2010 and in FY2011, the Commission received 29 applications for the competitive Library 2.0 Services subgrant program and 22 applications for the competitive Public Library Programming subgrant program. The Commission also received 9 applications in FY2009, FY2010, and FY2011 for the non-competitive Professional Assistance Consulting subgrant program and 56 applications in FY2010 and FY2011 for the non-competitive Focused Development subgrant program.
- Scores for competitive applications. Scores for the competitive General Library Services Development subgrant program applications averaged 77 out of 100 for FY2009. Scores for the competitive Library 2.0 Services subgrant program averaged 80.5 out of 100 in FY2010 and FY2011. Scores for the competitive Public Library Programming subgrant program averaged 77.5 out of 100 in FY2010 and FY2011.
- Subgrant awards made from applications received. In FY2009, the MLC awarded 19 subgrants for the competitive General Library Services subgrant program. In FY2010 and in FY2011, the Commission awarded 17 subgrants for the competitive Library 2.0 Services subgrant program and 13 subgrants for the competitive Public Library Programming subgrant program. The Commission has also awarded 7 subgrants in FY2009, FY2010, and FY2011 for the non-competitive Professional Assistance Consulting subgrant program and 56 subgrants in FY2010 and FY2011 for the non-competitive Focused Development subgrant program.
- Individual projects reported annually with project specific outputs. All individual projects provided final evaluation reports with project specific outputs.

Outcomes

- Increased number of applications received during plan period. The number of applications for the subgrant programs related to Goal 2 has held steady. The competitive Library 2.0 Services subgrant program received 15 applications in FY2010 and 14 in FY2011; and the competitive Public Library Programming subgrant program received 12 applications in FY2010 and 10 in FY2011. Among the non-competitive subgrant programs, , the Professional Assistance Consulting subgrant program received 2 applications in FY2009, 4 in FY2010, and 3 in

FY2011, and the Focused Development subgrant program received 28 applications in FY2010 and 28 again in FY2011.

- Improve scores throughout plan period. Scores for the competitive Library 2.0 Services subgrant program applications did improve from an average of 79 out of 100 in FY2010 to 82 in FY2011. However, scores for the competitive Public Library Programming subgrant program applications dropped from an average of 81 out of 100 in FY2010 to 74 in FY2011. The decline in FY2011 can be attributed to reviewer instructions.
- Increase in applications and scores will be evidence of a truly competitive program in which participants are advancing in their grant writing skills and knowledge. As noted above, the number of applications for the subgrant programs related to Goal 2 held steady, and the scores for only one of the competitive subgrant programs improved.
- Outcomes for individual projects will be reported annually and include outcomes specific to project. Outcomes for individual projects are reported annually and are included in the MLC's annual State Program Report Summaries to IMLS.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships so Mississippi libraries may address the needs of citizens.

Program A – Subgrants – Provide funding opportunities to libraries addressing local interlibrary cooperation needs.

Outputs

- Number of subgrant programs. In FY2011, the MLC offered one non-competitive subgrant program that was relevant to Goal 3: the Resource Sharing subgrant program.
- Number of applications received for subgrant programs. In FY2011, the Commission received 35 applications for the non-competitive Resource Sharing subgrant program.
- Scores for competitive applications. There were no competitive subgrant programs that were pertinent to Goal 3 in FY2009, FY2010, or FY2011.
- Subgrant awards made from applications received. In FY2011, the Commission awarded 34 subgrants for the non-competitive Resource Sharing subgrant program.
- Individual projects reported annually with project specific outputs. All individual projects provided final evaluation reports with project specific outputs.

Outcomes

- Increased number of applications received during plan period. The non-competitive Resource Sharing subgrant program was introduced in FY2011.
- Improve scores throughout plan period. There were no competitive subgrant programs that were pertinent to Goal 3 in FY2009, FY2010, or FY2011.

- Increase in applications and scores will be evidence of a truly competitive program in which participants are advancing in their grant writing skills and knowledge. There were no competitive subgrant programs that were pertinent to Goal 3 in FY2009, FY2010, or FY2011.
- Outcomes for individual projects will be reported annually and include outcomes specific to project. Outcomes for individual projects are reported annually and are included in the MLC's annual State Program Report Summaries to IMLS.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program B – Partnerships – Develop partnerships between and among all types of libraries, private businesses, corporations, associations, corporations, and similar groups to advance library services and address needs.

Outputs

- Number of partnerships formed. Several partnerships were reported for FY2009, FY2010, and FY2011. These include partnerships with the Friends of Mississippi Libraries, the University of Southern Mississippi's Minority Scholarship Initiative Internship program, and the local, regional, and state level public school Reading Fair programs. In addition, the MLC's Blind and Physically Handicapped Services has partnered with the Alabama Public Library Services and the Utah State Library to expand resources available to the blind & physically handicapped; in FY2011, 8,925 items were shared with blind and physically handicapped individuals in Alabama alone.
- Number of groups supported. The number of groups supported through partnerships has fluctuated from 46 in FY2009 to 55 in FY2010 to 42 in FY2011.
- The number of statewide meetings involving the partnerships has also fluctuated, from 2 in FY2009 to 5 in FY2010 to 4 in FY2011.
- Number of attendees at statewide meetings. The number of attendees at these statewide meetings grew from 413 in FY2009 to 626 in FY2010 and remained steady at 619 in FY2011.
- Number of materials locally produced utilizing agency recording equipment. The number of materials locally produced has varied from 17 in FY2009 to 7 in FY2010 to 10 in FY2011.
- Number of volunteers. Volunteers from the Friends of Handicapped Readers and TelecomPioneers assist the MLC's Blind and Physically Handicapped Services. Volunteer hours are tracked (see next item), but the number of individual volunteers is not tracked.
- Number of volunteer hours. From FY2009 through FY2011, an average of 2,714 volunteer hours were provided per year by the Friends of Handicapped Readers and TelecomPioneers to assist the MLC's Blind and Physically Handicapped Services.
- Number of playback equipment cleaned and repaired. The TelecomPioneers repaired 969 NLS cassette players and 102 Brailers, while staff cleaned 998 NLS cassette players, according to the FY2009 report of MLC's Blind and Physically Handicapped Services. For FY2010, TelecomPioneers repaired 541 NLS cassette players and 124 Brailers, and staff cleaned 874 NLS cassette players. For FY2011, Ability Works (an outsourced company) repaired 560 NLS cassette players, and 62 Brailers were repaired by a Friends Group Volunteer.

- Other counts identified as partnerships developed. Counts for the Center for the Book reading programs are listed with Goal 4, Program A. While a number of other partnerships were noted (including the BPHLS Advisory Board, the Friends of Mississippi Libraries, the Mississippi Library Association, the Mississippi Arts Council, the Mississippi Humanities Council, and the Boy Scouts), no counts for these activities were identified.

Outcomes

- Increased satisfaction in library services. No data is available for this outcome.
- Increased partnerships. No data is available for this outcome.
- Increased awareness of entities to library needs and library patron needs. A 104 per cent increase in queries received from school libraries, a 53 per cent increase in queries received directly from individuals, and an 8.8 per cent increase in resources for blind and physically handicapped users shared between Alabama and Mississippi were noted in a Library Services Bureau FY2011 report.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program C – Primary Resource Library – The Mississippi Library Commission will provide access to a Primary Resource Library to 1) supplement the resources found in local libraries; 2) access to professional reference specialist to respond to queries not filled at the local level; 3) circulate materials not locally owned.

Outputs

- Number of items in resource library. The number of items in the Primary Resource Library grew by 2 per cent between FY2009 and FY2011, from 125,091 items to 128,042 items.
- Number of reference queries answered. The number of reference queries answered has increased from 4,946 in FY2009 to 5,872 in FY2011, an increase of 19 per cent.
- Number of items loaned. The number of items circulated or used has increased from 88,315 in FY2009 to 107,276 in FY2011, an increase of 21 per cent.
- User satisfaction. In FY2010, Primary Resource Library customers were offered an opportunity to respond to a Customer Satisfaction Survey. The results indicated a high level of satisfaction: 95.2 per cent rated the answer they received as “good” or “excellent”; 95 per cent rated staff knowledge of reference resources as “good” or “excellent”; 100 per cent rated staff courteousness as excellent; and 100 per cent responded they would use the service again. In FY2011, a survey of users of the Primary Resource Library also found a high level of satisfaction: 87 per cent of survey respondents stated that they were satisfied or very satisfied with the services; 96 per cent rated the revised Large Print Direct Mail Catalog as good or excellent; 100 per cent rated the Patent & Trademark Service as good or excellent; and 100 per cent rated the Reference Service as good or excellent.

Outcomes

- Increased use of agency library resource; increased satisfaction with services. As noted above, the use of the Primary Resource Library increased between FY2009 and FY2011, with a 19 per cent increase in the number of reference queries answered and a 21 per cent increase

in the number of items circulated or used. On the other hand, while user satisfaction did not increase between FY2010 (satisfaction ratings between 95.2 per cent and 100 per cent) and FY2011 (satisfaction ratings between 87 per cent and 100 per cent), the user satisfaction ratings were quite high.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program D – Resource Sharing – The Mississippi Library Commission will provide access to a statewide interlibrary loan (ILL) system to enable libraries to meet Mississippians needs for materials/resources not available locally.

Outputs

- Number of libraries participating in resource sharing systems. All Mississippi public library systems participated in at least one of the two resource sharing systems supported by the MLC in FY2009, FY2010, and FY2011. In FY2009, 44 public library systems and 2 community colleges participated in the Virtual Union Catalog and ILL System; 45 public library systems and 2 community colleges participated in FY2010; and 46 public library systems and 2 community colleges participated in FY2011.
- Number of ILL transactions. The number of requested items filled through the Virtual Union Catalog and OCLC has remained fairly steady, rising slightly from 24,156 items in FY2009 to 24,745 items in FY2011.
- Number of database searches and counts on other electronic resources. Statewide usage of the MLC's MAGNOLIA database has grown rapidly from 8,384,075 in FY2009 to 21,554,166 in FY2011, an increase of 157 per cent.
- Number of trainings provided for system participants. New User and Refresher workshops for the Virtual Union Catalog and ILL System were provided in both FY2009 and FY2010. No formal training classes were held in FY2011; the new library joining the system received training late in FY2010, and no major operational changes in the System occurred in FY2011. Emails and informal telephone sessions with individual library staff were performed as questions arose.
- Number of attendees at trainings for system participants. In FY2009, 38 individuals attended the New User and Refresher training. In FY2010, 10 librarians attended the New User and Refresher training.

Outcomes

- Increased participation for resource sharing. As noted above, the number of libraries participating in resource sharing systems did grow from 44 public library systems and 2 community colleges in FY2009 to 46 public library systems and 2 community colleges in FY2011.
- Increased database/electronic resource usage. As noted above, statewide usage of the MLC's MAGNOLIA database has grown rapidly from 8,384,075 in FY2009 to 21,554,166 in FY2011, an increase of 157 per cent.
- Increased skills of system participants in utilizing resource sharing. 97 per cent of the respondents to the February 2012 survey rated the degree to which their skills, knowledge,

etc., had increased as a result of the programs and services related to Goal 3, Program D as “some” or “a lot.” In fact, 67 per cent of the respondents said that their skills, knowledge, etc., had increased “a lot,” the second highest rating given to any of the non-subgrant programs.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance so that all can achieve their goals as lifelong learners through subgrants, direct and indirect outreach programs and initiatives, association with multi-faceted organizations, and direct service initiatives.

Program A – Reading Programs – Offer customized reading programs for Mississippians identified as special populations to facilitate lifelong learning.

Outputs

- Number of eligible participants. All registered users of the MLC’s Blind and Physically Handicapped Library Services were eligible for either the summer or the winter reading program. All registered users were notified of the program via the Service’s newsletter. Consequently, in FY2009, 5,674 registered patrons would have been eligible; in FY2010, 5,699 registered patrons would have been eligible; and in FY2011, 5,387 registered patrons would have been eligible.
- Number of actual participants. From FY2009 through FY2011, an average of 65 individuals participated each year in the summer or the winter reading program.
- Number of materials requested. From FY2009 through FY2011, an average of 810 items were requested or read each year as part of the summer or the winter reading program.
- The Center for the Book reading programs. No outputs were established in the MLC Five-Year Plan for the Center for the Book reading programs, but staff have devoted increased time and effort in these programs. Programs have included Book Club in a Box (4 titles available and used by 11 libraries in FY2011), the Letters About Literature Competition (770 entries in FY2009, FY2010, and FY2011), the Southern Literary Trail (3 programs held in Mississippi in FY2009), Faulkner’s World exhibit and program (5 libraries in FY2009 and FY2010), and program planning and preparation for “Making Sense of the Civil War” and “FOOD: For Thought, For Life” (presentations to begin in FY2012).

Outcomes

- Increased user satisfaction. No special survey was conducted from FY2009 through FY2011; consequently, data regarding this outcome is not available.
- Increased participation in service area. Participation in the summer and winter reading programs has fluctuated from 61 individuals in FY2009 to 82 individuals in FY2010 to 53 individuals in FY2011.

Survey Results

- See Annex F.

Program B – Library Services for Mississippians with Disabilities – Provide traditional and non-traditional library services for Mississippians with disabilities to meet information and recreational reading needs and promote lifelong learning.

Outputs

- Number of registered users. In FY2009, there were 5,674 registered users of the MLC's Blind and Physically Handicapped Library Services. In FY2010, there were 5,699 registered users. In FY2011, there were 5,387 registered users.
- Number of new users registered annually. For FY 2009, the number of new patrons registered was 413. For FY 2010, that number was 366. For FY 2011, that number was 362.
- Number of materials circulated. In FY2009, a total of 137,515 items were circulated. In FY2010, a total of 138,149 were circulated, and 6,832 digital books were downloaded through the BARD (Braille & Reading Audio Download) service. In FY2011, 158,649 items were circulated and 11,526 digital books were downloaded through the BARD service.
- Number of equipment assigned. In FY 2009, 2,336 pieces of equipment were assigned. In FY2010, 1,404 pieces of equipment were assigned. In FY2011, 1,433 pieces of equipment were assigned.
- Number of interlibrary loans. In FY2009, the number of interlibrary loans processed by the MLC's Blind and Physically Handicapped Library Services was 326. In FY2010, that number was 339, and in FY2011, that number was 89.
- Number of locally-produced materials. The number of locally-produced titles by the MLC's Blind and Physically Handicapped Library Services was 6 in FY2009, 5 in FY2010, and 9 in FY2011.
- Marketing activities. No outputs were established in the MLC Five-Year Plan for marketing activities in this area, but beginning in FY2011, the new Director of BPHLS has initiated a number of new efforts to better publicize the service both to the public and to librarians in Mississippi. By the end of FY2011, all public library systems and branches received an updated information packet with posters, a 60-second radio spot was created and aired 38 times, and a 30-second video spot was created and aired on Mississippi Public Broadcasting four times and 108 times via commercial cable. The FY2011 Librarianship 101 Institute included an exhibit on assistive devices and staff were available to discuss services with attendees. The FY12 Librarianship 101 Institute included a session specifically on BPHLS services. Three individuals from the two Institutes selected BPHLS services as their Institute projects.

Outcomes

- Increased user satisfaction. The MLC's Blind and Physically Handicapped Library Services conducts an annual survey of its registered users to determine their satisfaction with the services provided. The percentage of respondents rating the services as good, very good, or excellent was 100 per cent in FY2009, 99 per cent in FY2010, and 98 per cent in FY2011.
- Increase participation in service usage. Usage of the services provided by the MLC's Blind and Physically Handicapped Library Services have been steady from FY2009 through FY2011, although the number of materials circulated saw an increase of 24 per cent between FY2009

and FY2011, partly due to the introduction of the BARD service that allows users to download digital books.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program C – Subgrants – Provide funding opportunities to libraries to enhance local efforts in addressing the needs of identified special populations to meet service needs of all Mississippians regardless of personal circumstance.

Outputs

- Number of subgrant programs. In FY2009, FY2010, and FY2011, the MLC offered one non-competitive subgrant program that was pertinent to Goal 4: the Discretionary Focused subgrant program.
- Number of applications received for subgrant programs. In FY2009, FY2010, and FY2011, the Commission received 7 applications for the non-competitive Discretionary Focused subgrant program.
- Scores for competitive applications. There were no competitive subgrant programs that were pertinent to Goal 4 in FY2009, FY2010, or FY2011.
- Subgrant awards made from applications received. In FY2009, FY2010, and FY2011, the Commission awarded 7 subgrants for the non-competitive Discretionary Focused subgrant program.
- Individual projects reported annually with project specific outputs. All individual projects provided final evaluation reports with project specific outputs.

Outcomes

- Increased number of applications received during plan period. The number of applications for the non-competitive Discretionary Focused subgrant program has held steady throughout the plan period with 2 applications in FY2009, 3 in FY2010, and 2 in FY2011.
- Improve scores throughout plan period. There were no competitive subgrant programs that were pertinent to Goal 4 in FY2009, FY2010, or FY2011.
- Increase in applications and scores will be evidence of a truly competitive program in which participants are advancing in their grant writing skills and knowledge. There were no competitive subgrant programs that were pertinent to Goal 4 in FY2009, FY2010, or FY2011.
- Outcomes for individual projects will be reported annually and include outcomes specific to project. Outcomes for individual projects are reported annually and are included in the MLC's annual State Program Report Summaries to IMLS.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access; grow electronic networks and linkages between libraries; develop partnerships; target services to diverse individuals and those underserved or having difficulty using a library by enhancing the ability of libraries to more effectively utilize resources to deliver services so all Mississippians have equitable access to quality library service.

Program A – Subgrants – Provide funding opportunities to aid in developing skills and knowledge of library staff and trustees to improve library resources, services, systems & tools, so that all Mississippians have access to quality library service.

Outputs

- Number of subgrant programs. The MLC has offered one competitive subgrant program that has been relevant to Goal 5: in FY2009, FY2010, and FY2011, the Public Librarian Scholarship subgrant program. The MLC has also offered one non-competitive subgrant program relevant to Goal 5: in FY2009, FY2010, and FY2011, the Skills Development subgrant program.
- Number of applications received for subgrant programs. In FY2009, FY2010, and FY2011, the MLC received 12 applications for the competitive Public Librarian Scholarship subgrant program. In FY2009, FY2010, and FY2011, the Commission received 63 applications for the non-competitive Skills Development subgrant program.
- Scores for competitive applications. Scores for the competitive Public Librarian Scholarship subgrant program applications averaged 77.3 out of 105 for FY2009, FY2010, and FY2011.
- Subgrant awards made from applications received. In FY2009, FY2010, and FY2011, the MLC awarded 9 subgrants for the competitive Public Librarian Scholarship subgrant program. In FY2009, FY2010, and FY2011, the Commission awarded 63 subgrants for the non-competitive Skills Development subgrant program.
- Individual projects reported annually with project specific outputs. All individual projects provided final evaluation reports with project specific outputs.

Outcomes

- Increased number of applications received during plan period. The number of applications for the competitive Public Librarian Scholarship subgrant program has remained steady, with 4 applications in each of the three years under consideration. However, the number of applications for the non-competitive Skills Development subgrant program has increased substantially, from 16 in FY2009 to 18 in FY2010 to 29 in FY2011.
- Improve scores throughout plan period. Scores for the competitive Public Librarian Scholarship subgrant program applications fluctuated from an average of 77 out of 105 in FY2009 to 79 in FY2010 and 76 in FY2011. The slight decline in FY2011 can be attributed to reviewer instructions.
- Increase in applications and scores will be evidence of a truly competitive program in which participants are advancing in their grant writing skills and knowledge. As noted above, the number of applications for the non-competitive Skills Development subgrant program has increased substantially while the number of applications for the competitive Public Librarian

Scholarship subgrant program has remained steady and the scores for that program have remained steady.

- Outcomes for individual projects will be reported annually and include outcomes specific to project. Outcomes for individual projects are reported annually and are included in the MLC's annual State Program Report Summaries to IMLS.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Program B – Continuing Education – The Mississippi Library Commission will make available skills development programs to support: learning and electronic information and networks; electronic and other linkages; public and private partnerships; library services targeted to diverse individuals, individuals with disabilities, persons having difficulty using a library, and underserved urban and rural individuals or communities

Outputs

- Number of courses, session, attendance at sessions. Between FY2009 and FY2011, an average of 16 courses were offered by the MLC's Development Services each year to the public library community. These resulted in an average of 29 sessions per year and an average attendance of 1,114 participants per year. In addition, in FY2010 and FY2011, an average of 107 individuals per year took part in training through the University of North Texas Library Education @ Desktop (LE@D) program, the Mississippi Department of Information Technology Services, and LYRASIS.
- Pre and post test. In FY2009, FY2010, and FY2011, the Librarianship 101 workshops used a pre-test/post-test methodology to measure the impact of the training on participants. In FY2009, participant scores increased by an average of 8 per cent; in FY2010, by an average of 11 per cent; and in FY2011, by an average of 11 per cent. (Follow-up phone calls to library directors 6 months after training have also been made to determine whether the workshops made a difference in attendees' job performance and attitudes.)
- Program evaluation. Workshop ratings averaged 4.77 out of 5 in FY2009, 4.65 out of 5 in FY2010, and 4.37 out of 5 in FY2011.

Outcomes

- Improved services in areas identified in federal LSTA purposes by increasing expertise of library staff and trustees. 98 per cent of the respondents to the February 2012 survey rated the degree to which their skills, knowledge, etc., had increased as a result of the programs and services related to Goal 5, Program B as "some" or "a lot." In fact, 74 per cent of the respondents said that their skills, knowledge, etc., had increased "a lot," the highest rating given to any of the non-subgrant programs.
- Increased number of attendees. The number of attendees at the workshops offered by the MLC's Development Services has fluctuated from 1,219 in FY2009 to 927 in FY2010 to 1,195 in FY2011. The number of attendees at the workshops offered by the University of North Texas Library Education @ Desktop (LE@D) program, the Mississippi Department of Information Technology Services, and LYRASIS decreased from 114 to 99. Consequently, the

total number of attendees at these training opportunities increased from 1,219 in FY2009 to 1,294 in FY2011.

Focus Group Input and Survey Results

- See Annex E and Annex F.

Annex B

List of Acronyms

ALTAFF	Association of Library Trustees, Advocates, Friends, and Foundations
BARD	Braille & Reading Audio Download
BPHLS	Blind and Physically Handicapped Library Services
ILL	Interlibrary loan
IMLS	Institute of Museum and Library Services
LSTA	Library Services and Technology Act
MLC	Mississippi Library Commission
MS	Mississippi
OBE	Outcome-Based Evaluation
OCLC	Online Computer Library Center
SPR	State Program Report
VUC	Virtual Union Catalog

Annex C

List of People Interviewed

Focus Group Participants

Patsy Brewer, Director, Waynesboro-Wayne Co Library System

Jeannie Burton, Director, Benton County Library System

Judy Card, Assistant Director, First Regional Library

Katrina Castilaw, Director, Copiah-Jefferson Regional Library System

Brandon Cain, Reference/ILL Coordinator, Mid MS Regional Library System

Ginny Holtcamp, Director, Starkville-Oktibbeha County Public Library System

Casey Hughes, Business Manager, Natchez-Adams-Wilkinson Library Service

Tammy Jones, Coordinator of Technical and Automated Services, Central MS Regional Library System

Kathy Keith, Business Manager, The Library of Hattiesburg, Petal & Forrest County

Linda Kern, Assistant Director, Bolivar County Library System

Helen McComb, YA Librarian, Harriette Person Memorial Library

Nettie Moore, Children's Librarian, First Regional Library

Rebecca Nations, Assistant Director, Lincoln-Lawrence-Franklin Regional Library System

Yvonne Parton, Branch Manager, Jackson-George Regional Library System

Presley Posey, Branch Manager, Madison County Library System

Jennifer Stephenson, Director, Greenwood-Leflore Public Library System

Mara Villa, Branch Manager, Central MS Regional Library System

MLC Board of Commissioners

Dr. Russell Burns

Celia Fisher

Dr. Glenda Segars

Jolee Hussey

Pamela Pridgen

MLC Staff Members

Indira Bhowal , Director, Collection Management

Kathy Buntin, Senior Consultant

Tracy Carr-Seabold, Director, Information Services

David Collins, Grants Manager

Robin Hedrick, Human Resources Director

Jennifer Peacock, Fiscal Services Director

Barbara Price, Consultant

Sharman Smith, Executive Director

Glenda Tilson, Bureau Director, Library Services

Jennifer Walker, Bureau Director, Development Services

Christy Williams, Bureau Director, Administrative Services

Shellie Zeigler, Director, Blind & Physically Handicapped Library Services

Annex D

Bibliography of All Documents Reviewed

Annual Reports, Mississippi Library Commission

- “Annual Report: Blind and Physically Handicapped Library Services Division, FY2010”
- “Blind and Physically Handicapped Services (BPHLS), Mississippi Library Commission, FY2009 Annual Report”
- “Development Services Bureau, FY2011 Annual Report”
- “Development Services Division, FY2009 Annual Report”
- “Development Services Division, Annual Report, FY2010”
- “FY2009 MLC Annual Report from Network Services Bureau”
- “FY2010 MLC Annual Report from Network Services Bureau”
- “Library Services Bureau, Annual Report, FY2011”
- “Library Services Division, Annual Report, FY2009”
- “[Library Services Division], FY10 Annual Report, Library Services Division, Public Services Bureau, Mississippi Library Commission”
- “LSTA Federal Report, Library Services Narrative, FY11, Project Title: Interlibrary Cooperation – Partnerships”
- “LSTA Federal Report, Library Services Narrative, FY11, Project Title: Interlibrary Cooperation – Primary Resource Library”
- “LSTA Federal Report, Library Services Narrative, FY11, Project Title: Interlibrary Cooperation – Resource Sharing”
- “LSTA Federal Report, Library Services Narrative, FY11, Project Title: Library Services for Mississippians with Disabilities”
- Mississippi Library Commission, “2009 Annual Report”

Five-Year LSTA Plans, Mississippi Library Commission

- “Mississippi Library Commission, Library Services and Technology Act, Five Year Plan, Federal Years 2008-2012”
- “Mississippi Library Services & Technology Act Plan, 2003-2007”

Mississippi Library Commission, State Program Reports to IMLS

- “Mississippi State Program Report, Fiscal Year 2008”
- “Mississippi State Program Report, Fiscal Year 2009”

“Mississippi State Program Report, Fiscal Year 2010”

Other Documents

Mississippi Library Commission, “Helping People Find Jobs, Change Their Lives, Build Communities”

Mississippi Library Commission, “Library Services & Technology Act Grant Program – Libraries: More Than Books,” June 2010

Mississippi Library Commission, “Library Services & Technology Act Grant Program – A Success in Mississippi,” May 2009

Mississippi Library Commission, “Library Services & Technology Act Grant Update – Libraries: A Community Value,” May 2008

Mississippi Library Commission, “Library Services & Technology Act Grant Update – An Investment in Mississippi,” May 2006

Mississippi Library Commission, “Library Services & Technology Act Grant Update – Libraries Build Communities,” May 2007

Annex E

Focus Group Input

On February 13 and 14, 2012, the Mississippi Library Commission sponsored two focus groups of public librarians representing various sizes and geographic areas of the state. Dr. Robert Burgin served as the facilitator.

Focus group members were provided with a summary of the Mississippi Library Commission's LSTA Five-Year Plan and were asked to respond to three questions:

- What portions of MLC's LSTA program have been successful?
- What suggestions do you have for improvement?
- What ideas do you have for future priorities?

The responses to these questions are listed below.

What portions of MLC's LSTA program have been successful?

- Continuing education programs, especially for the smaller libraries
- Funding for programs that we wouldn't otherwise be able to do, programs that lead to more programs
- Funds that enabled the last eight libraries to purchase integrated library systems
- Help with grant applications and explaining outcomes versus outputs
- Interlibrary loan and the Virtual Union Catalog
- Librarianship 101
- Librarianship 101 and 102 (The librarian stated that she came back to her library "fired up" after these sessions.)
- Mississippi Library Commission does a phenomenal job with limited staff and resources.
- Mississippi Library Commission staff act as consultants and not "enforcers."
- Mississippi Library Commission staff are extremely professional.
- Mississippi Library Commission staff have a "can do" attitude and are very responsive.
- Mississippi Library Commission staff try very hard to "get the money out."

- Opportunity to receive funds through non-competitive grants, particularly the Focused Technology, Focused Development, and Skills Development programs
- Resource sharing, especially interlibrary loan
- Scholarships that enable library staff to seek a Master's degree in Library Science [Public Librarian Scholarship Program] – Mentioned twice
- Skills development and training in all aspects of library services
- Skills Development grants
- Special programs and collections
- Summer Library Programs, especially the meetings that introduce the materials and allow participants to talk with one another
- Technology
- Technology – Computers
- Technology grants, especially for things that the libraries couldn't otherwise afford
- The consultants are very helpful and have good ideas.
- The fact that the Mississippi Library Commission staff are in contact with and communicate with librarians through every step of the grant process
- The fact that the Mississippi Library Commission staff are accessible and knowledgeable
- The help that the Mississippi Library Commission staff provide to librarians in writing their grant applications
- The information that the Mississippi Library Commission staff provide prior to the library receiving a grant ("I have administered federal grants for 20 years, and I never got this kind of help anywhere else.")
- The staff answer your questions and are very helpful. ("They make the process of applying for grants so easy.")
- The staff are flexible and have new ideas and suggestions.
- The staff make you feel comfortable with the application process.
- The streamlined administrative overhead associated with the grants
- The ways in which the Mississippi Library Commission communicates with librarians regarding the grant programs
- Training and guidance from the library consultants

What suggestions do you have for improvement?

- Collection development grants
- It would be nice to see abstracts or examples of successful grant applications.
- Grants are restricted to a single year. Would multi-year grants be possible?
- Have the network services consultants go out in the field.
- Larger competitive grants instead of small non-competitive grants
- Libraries need to be better able to hire outside help or consultants.
- Make general purpose grants available, i.e., award a certain amount of money for whatever the library needs to do.
- Many of the workshops focus too much on theory.
- Mississippi Library Commission staff are sometimes too critical or too “picky” when review grant applications.
- More equalization between large and small library systems is needed for the competitive grants.
- More help with grant writing
- More money for equipment, programs, and services
- More money for non-competitive grants or general purpose grants to individual libraries
- Need a greater focus on marketing for libraries and the use of the social media
- Need to be more careful with materials that are sent out to ensure that these items are free of mistakes
- Need training in “How to Be a Library Director”
- Post winning grants on the Mississippi Library Commission Website or post the abstracts or summaries from winning grants.
- Some grants are too much trouble for too little money. Could grants be based on population served?
- Templates that would address 90 per cent of the situations faced by librarians could be developed for e-rate, for example, and other things.
- The competitive grant time line is too short.
- The competitive grant time lines are both too short and come at a bad time of the year.
- The requirements for the grants are sometimes confusing, for example, the difference between an “outcome” and an “output.”
- There ought to be a way around the problem of using federal money to secure more federal money
- Too much unnecessary paperwork

What ideas do you have for future priorities?

- Base the amount of grants on the population served by the library
- “Book shelf grants,” i.e., basic starter collections in specific areas
- Consortia for shared servers and shared purchasing
- E-books
- E-books (Would be nice to have a statewide e-book collection)
- E-books, social media, and marketing
- E-books, social media, and marketing
- E-books and public relations
- Fewer grant programs and more money in each grant program
- Help libraries partner with other groups and companies in their service areas
- Maintain technology grants (especially for replacing and upgrading equipment) but balance these with materials grants
- More information about the requirements for managing grants and what information needs to be kept on file should be provided with the grant awards.
- Public relations and marketing programs, especially providing templates for these
- Public relations and marketing programs as well as learning how to know your community, for example, how to identify and then work with families with learning disabilities
- Replacing or upgrading old servers
- Services for senior citizens
- Set technology standards in order to make purchasing easier and support at the state level easier.
- Sharing more grant information or requiring deliverables (like presentations or reproducibles) for all grants
- Skills development grants
- Skills development grants, especially Librarianship 101 and 102 as well as classes through Lyasis
- Skills development program – “Black belt librarianship” (Warren Graham)
- Skills development programs – More on technology
- Statewide jobs databases and centers
- Strong programming component, especially for youth
- Technology, especially e-books
- Technology, especially e-books

Annex F

Results of the Survey of Librarians

In February 2012, the Mississippi Library Commission conducted a Web-based survey of Mississippi librarians to gather their feedback on the LSTA-funded MLC programs and services in which they had participated or of which they had knowledge. A total of 74 individuals provided complete responses to the survey. (Another 9 individuals provided incomplete responses, and these have not been included in the analysis of survey responses.)

For each goal of the MLC's Five-Year LSTA Plan for 2008-2012, respondents were asked to rate the programs or services in which they had participated or of which they had knowledge. Respondents were asked to rate each program under each goal as "poor," "good," "excellent," or "did not participate." Respondents were also asked to rate the degree to which they had observed changes in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of each program under each goal. Respondents were asked to rate these observed changes as "none," "some," "a lot," or "no opinion."

Respondents were also asked to provide comments or anecdotal information about the programs or services under each goal of the Five-Year LSTA Plan. Respondents who indicated that they did not participate in any of the programs or services under a goal were asked to indicate their reasons for non-participation.

Finally, respondents were asked to provide general opinions related to the MLC's LSTA programs in Mississippi. Respondents were asked to indicate to what extent statewide services had improved since June 2008 and were asked to share examples. Respondents were asked to indicate to what extent federally funded subgrants had improved local library services and were asked to share examples. Respondents were asked to specify statewide programs or services that they would like to see in the future and to specify the types of subgrants (other than construction) that they would like to see in the future. Finally, respondents were asked for any additional comments concerning the LSTA programs or services and subgrants available through the agency.

In the analysis of survey results that follows, the non-subgrant programs are examined first, followed by the subgrant programs. Next, the reasons given for not participating in programs,

services, or subgrants are discussed, and finally the questions under the “General Opinions” section of the survey are examined.

Percentage breakdowns are provided for the questions that asked respondents to rate programs or services in which they had participated or of which they had knowledge. These percentages are based on the number of respondents who answered “poor,” “good,” or “excellent” and exclude those who answered “did not participate.” Likewise, percentage breakdowns are provided for the questions that asked respondents to rate the change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of various programs and services. These percentages are based on the number of respondents who answered “none,” “some,” or “a lot” and exclude those who answered “no opinion.”

For every goal, these percentage breakdowns are presented first, followed by comments and anecdotal information provided by respondents and the evaluator’s analysis.

Non-Subgrant Programs

Goal 1 – Technology: Enhance use of technology in libraries to improve services and facilitate access to materials and information resources for Mississippians by supporting and providing statewide networking, technology access, subgrants, technology consulting/support, and initiatives to libraries.

Rate Technology programs/services in which you have participated or of which you have knowledge:

- Goal 1, Program A: Support & consult with libraries on LAN/WAN & Internet issues. (e.g. library visits, capacity monitoring, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
4%	55%	41%	49	25

- Goal 1, Program B: Identify & assess technology trends applicable to MS libraries. (e.g. computer labs, tech fairs, demonstrations, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
6%	55%	38%	47	27

- Goal 1, Program C: Advance initiatives to improve library service through technology utilization. (e.g. wireless, webinars, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
3%	58%	39%	59	15

- Goal 1, Program D: Provide Internet circuit connectivity. (e.g. e-mail, website hosting, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
0%	40%	60%	53	21

- Goal 1, Program F: Encourage adoption of assistive technologies by libraries. (e. g. demonstrations, workshops, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
7%	57%	37%	46	28

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of Technology Programs/Services.

- Goal 1, Program A: Support & consult with libraries on LAN/WAN & Internet issues. (e.g. library visits, capacity monitoring, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
7%	58%	36%	45	29

- Goal 1, Program B: Identify & assess technology trends applicable to MS libraries. (e.g. computer labs, tech fairs, demonstrations, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
8%	56%	35%	48	26

- Goal 1, Program C: Advance initiatives to improve library service through technology utilization. (e.g. wireless, webinars, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
3%	56%	41%	59	15

- Goal 1, Program D: Provide Internet circuit connectivity. (e.g. e-mail, website hosting, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
6%	34%	60%	50	22

- Goal 1, Program F: Encourage adoption of assistive technologies by libraries. (e. g. demonstrations, workshops, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
7%	51%	42%	45	29

Comments or Anecdotal Information

Assistance was needed with our library's website and also with the email. MLC was contacted with the issues and the help that was needed was given and the problem was corrected. I was very impressed with the professionalism and with the knowledge of the IT team.
Because of limited staff and limited funding, the Mississippi Library Commission's Network Services division has only been able to offer technology consulting and assistance over the phone most of the time. Some use of remote access to computers has been utilized, but no site visits have been made possible. Most public libraries in Mississippi have a limited technology staff, if any at all, and on-site consultations by MLC's Network Services staff would be very helpful. It would also be very beneficial to our state's public libraries if MLC hosted technology training workshops for public library technology staff. With so many advances in library technology and increased staff and patron usage, we desperately need trained staff who can help solve technology issues.
E-rate technology assistance very good whether from Network or contract assistance; Network Services has worked with many libraries on detailed problems whether on site, through conference calls with vendors and libraries, or individual conversations; More on-site assistance is needed;
MLC goes above and beyond at offering training of all kinds where technology is concerned.
none
Not my area of responsibility. Others attending to these matters.
On small scale, our branch has hosted at least 10 sets of 3 classes each on Beginning Computers for seniors & job seekers, also 1 day classes on Facebook, and upcoming 3 day classes on Word. Have observed patrons who received this training now are employed or are able to conduct personal business on-line as a result.
Technology Services has helped us with problems we have had, given us a new perspective on how to solve a problem, and made suggestions for us to consider.
The e-mail service is essential to our communication and work.
The library staff has been very nice, approachable, knowledgeable. I have learned a great deal through tech workshops and programs
The one that I am most familiar with is the BARD download program with the National Library Service. The link for this also appears on the main MLC website. This has been very well maintained with only minimal downtime that was usually due to things we had no control over.

Through MLC we learn what other Mississippi libraries are doing as well as what libraries in other states are doing. It encourages our staff to know a technology has been adopted by other libraries and is working well.

While I am not a part of the technology team, I do not know about the support and consultation visits, I do know that because of MLC we have been afforded beneficial webinars and workshops. They are always looking for ways to teach us which in turn benefits our patrons.

Goal 1, Non-Subgrant Programs Analysis

As can be seen in Figure D-1 and Figure D-2 on the following pages, the non-subgrant programs associated with Goal 1 were given relatively low ratings by the survey respondents. Four of the five non-subgrant programs from Goal 1 were rated among the five lowest ranked non-subgrant programs listed in the MLC's Five-Year LSTA Plan. These include Program A (Support & consult with libraries on LAN/WAN & Internet issues), Program B (Identify & assess technology trends applicable to MS libraries), Program C (Advance initiatives to improve library service through technology utilization), and Program F (Encourage adoption of assistive technologies by libraries).

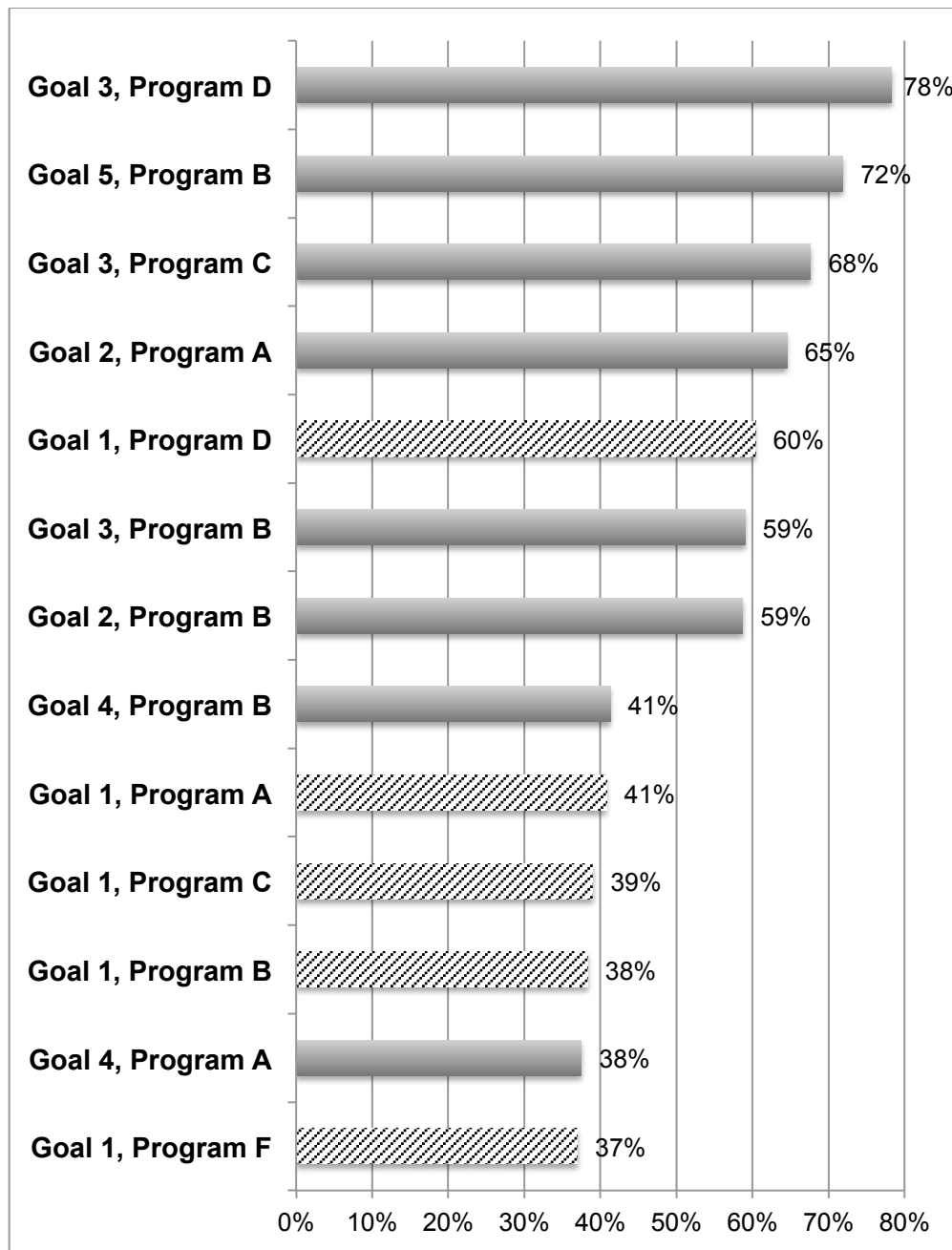
Figure D-2 shows a similar pattern when respondents were asked the extent to which they had observed changes in skills, knowledge, etc. as a result of the programs or services associated with the various goals of the MLC LSTA program. Again, four of the five non-subgrant programs from Goal 1 were rated among the five lowest ranked non-subgrant programs. Again, these programs included Program A (Support & consult with libraries on LAN/WAN & Internet issues), Program B (Identify & assess technology trends applicable to MS libraries), Program C (Advance initiatives to improve library service through technology utilization), and Program F (Encourage adoption of assistive technologies by libraries).

Of Goal 1's non-subgrant programs, only Program D (Provide Internet circuit connectivity) was relatively rated highly by survey respondents, both in general and in terms of changes in observed skills, knowledge, etc.; 60 per cent of respondents rated Program D as "excellent" in general and 60 per cent of respondents also saw "a lot" of changes in skills, knowledge, etc., as a result of the program and its services. In fact, Program D ranked fifth and third among all of the programs in these areas, suggesting the survey respondents see a significant impact from this program.

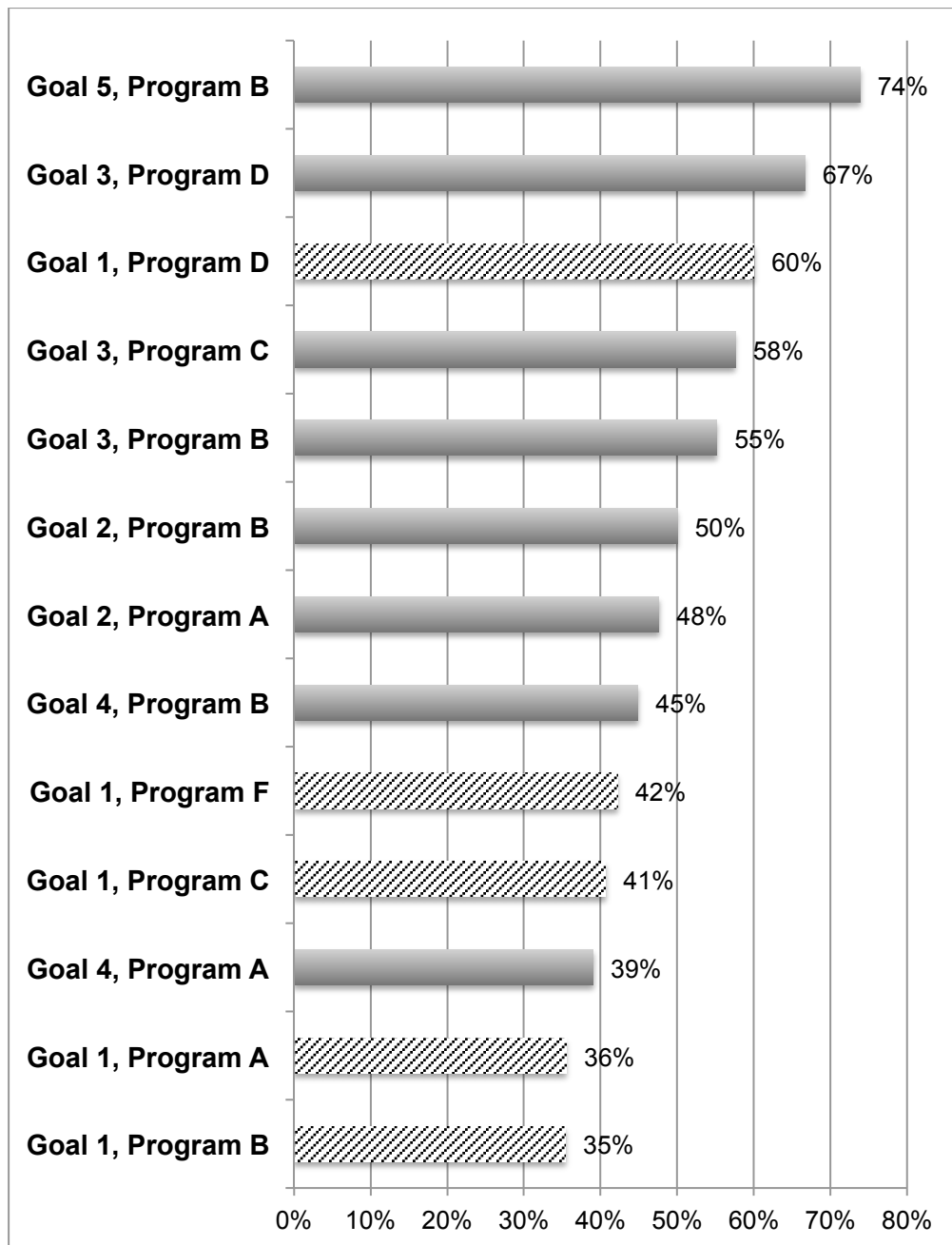
The comments or anecdotal information provided by survey respondents do little to clarify just why the majority of programs for Goal 1 were ranked so low. Most of the comments were positive and praised the MLC Network Services staff for their professionalism and knowledge. The only negative comments had to do with the need for more on-site assistance or site visits and with the need for MLC to host “technology training workshops for public library technology staff.”

The survey results suggest that greater efforts or a different focus may be needed by the MLC in these areas.

Figure D-1. Percentage of Respondents Rating Non-Subgrant Programs in Which They Have Participated as “Excellent”



**Figure D-2 Percentage of Respondents Rating Changes Observed
in Skills, Knowledge, Etc., as “A Lot”**



Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service to all Mississippians by providing subgrants, consulting/support, initiatives, resource assistance, and public library accreditation implementation.

Rate Library Development programs/services in which you have participated or of which you have knowledge.

- Goal 2, Program A: Provide advice & support to libraries, staff, trustees, public officials. (e.g.; consulting, library visits, one-on-one trustee training, e-rate support, statistical report support, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
3%	32%	65%	62	12

- Goal 2, Program B: Provide specialized development and support for programs and programming. (e.g.; summer reading, gaming, e-books, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
5%	37%	59%	63	11

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of Library Development Programs/Services.

- Goal 2, Program A: Provide advice & support to libraries, staff, trustees, public officials. (e.g.; consulting, library visits, one-on-one trustee training, e-rate support, statistical report support, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
5%	48%	48%	63	11

- Goal 2, Program B: Provide specialized development and support for programs and programming. (e.g.; summer reading, gaming, e-books, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
5%	45%	50%	64	10

Comments or Anecdotal Information

Always receive a wealth of information from our consultant on any subject that I need help with!!!
Consultants are excellent to work with. All are very knowledgeable and competent.
Consulting and workshops have been essential to staff development.
Development services have been extremely useful to our library system during this time period. We have benefited from excellent advice and training from the department that has made a difference in how we operate. Our small, mostly non-professional staff depend on these services.
E-rate support in all public libraries is outstanding!
Having the Summer Library Programs throughout the state for our librarians has been one of the most rewarding things that my staff has attended in years. They come back from these workshops with much enthusiasm and energy.

I learned a great deal about Adult programming by attending Adult Services-Not just for baby Boomers workshop sponsored by MLC. It helped me expand my list of potential community partners and increase the number of programs we could offer based on age group. For instance weddings for young folks about to marry can be coupled with how to plan and budget for weddings for the parents, and can include programming for those planning a second wedding! It also gave me several ideas on programs for men. All of these ideas were low cost, another plus for many libraries.
Library Development has always been helpful in helping to resolve problems or helping us to update our policies. I appreciate their willingness to listen and offer a different perspective on a subject.
Library Development Programs / Services provide invaluable training and information to system employees and trustees through attendance at workshops, consulting, library visits, e-rate support, statistical report support, and other methods. We literally would not be able to serve the public and function effectively without the many programs and services provided to us by MLC through Library Development programs / Services.
Major consulting and follow up from network services department is needed to assist with the ever-changing technology. There is a need for practice training on legal issues in regard to director's role in library administration.
MLC staff does an amazing job bringing ideas and training to us for summer library. The best programs offered by MLC for training for staff is Librarianship 101 and Librarianship 201. Each session is one week long. They bring in some of the best in the field to train us. It was amazing to see what all we learned and accomplished in one week. This program is most effective for those of us who do not have a degree in library science. It is well planned and executed so we understand the terminology, the lay of the land and how to implement training. Librarianship 101 is more a skill and knowledge program, while 201 is a program designed to help develop me as a better employee, a more effective team member in making decisions, handling customers, and providing what I need to be more confident in making decisions.
None
Our consultant is very helpful and knowledgeable. She has given me several very useful ideas and has offered me advice that was much needed and well taken. Several changes have come about because of her input.
Strong efforts made to understand library services needs throughout Mississippi;
These programs helped to make my summer Library Program a success. I was fortunate to have 30 children in a 20hr library, 4 day program. Thank you for the training!!!
We always get lots of ideas from the Summer Reading Workshops. Would be helpful if they could be scheduled earlier as we're almost done planning programs. This means they are most helpful in terms of displays, related materials, etc.
We have an excellent MLC consultant. I am always able to count on sound advice and guidance whenever I need it. Also, the support of library funding has been very beneficial. We have a very small budget, so the assistance with summer reading program material has saved our programs.
We need specialized development and support in area of technology. What to plan for, what can we expect in public library setting with regard to computer use by the general public. How do we find out what we need for our networks. We cannot trust the vendors only, we need advice from MLC also.

With advice and support, we can say the same thing locally, but hearing it from the MLC director or assistant director has an impact we sometimes cannot mimic. Supporting programs like the summer reading program help libraries with the biggest event most of us have all year. Here it is a six week program reaching preschool, school age, and teen children. Also, thanks to encouragement and resources from MLC we have a successful adult summer reading program as well that has launched new book clubs in some of our branches.

Workshops and seminars are tremendously helpful in training staff, sharing information, motivating staff and boosting confidence of the staff. The only programs that our staff have had issue with are the Summer Reading workshops, which are planned for too late in the SLP planning window and which usually provide no usable ideas for our library system. Programs for SLP are already planned and ready to go by March because we get everything lined up in January and February, so the March workshops are simply too late to be of any use. Also, the ideas and activities presented have never been appropriate for the number of children we host for SLP. Our libraries have from 40 to 80 children per program, and none of the activities presented at these workshops could possibly work for the large groups that we get.

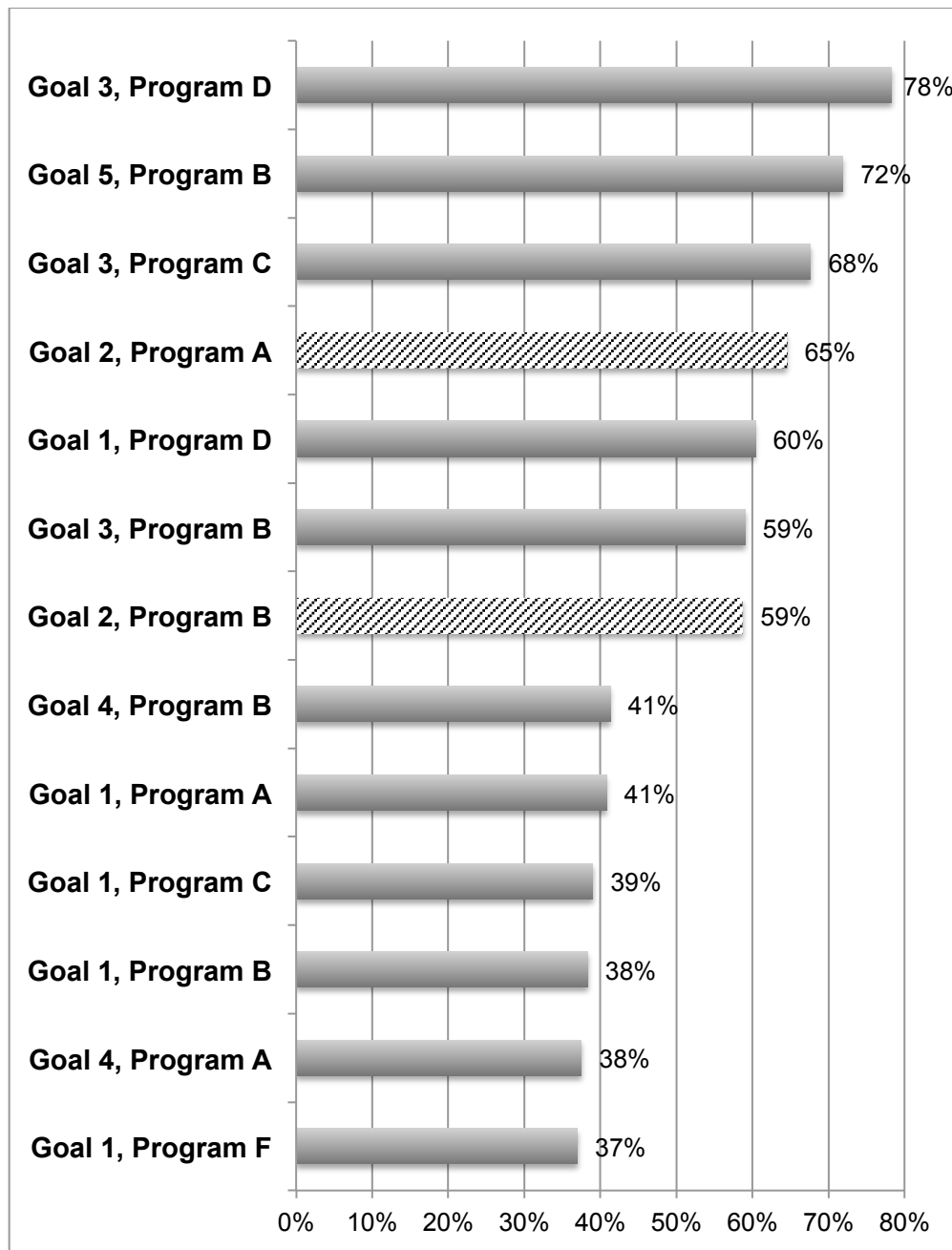
Goal 2, Non-Subgrant Programs Analysis

As can be seen in Figure D-3 and Figure D-4 on the following pages, survey respondents rated the non-subgrant programs associated with Goal 2 near the average for all non-subgrant programs, both in general and in terms of changes in observed skills, knowledge, etc. Both Program A (Provide advice & support to libraries, staff, trustees, public officials) and Program B (Provide specialized development and support for programs and programming) were well received by survey respondents. In fact, Program A (Provide advice & support to libraries, staff, trustees, public officials) was ranked as the fourth highest rated program in general, with nearly two-thirds of respondents (65 per cent) rating it as “excellent.”

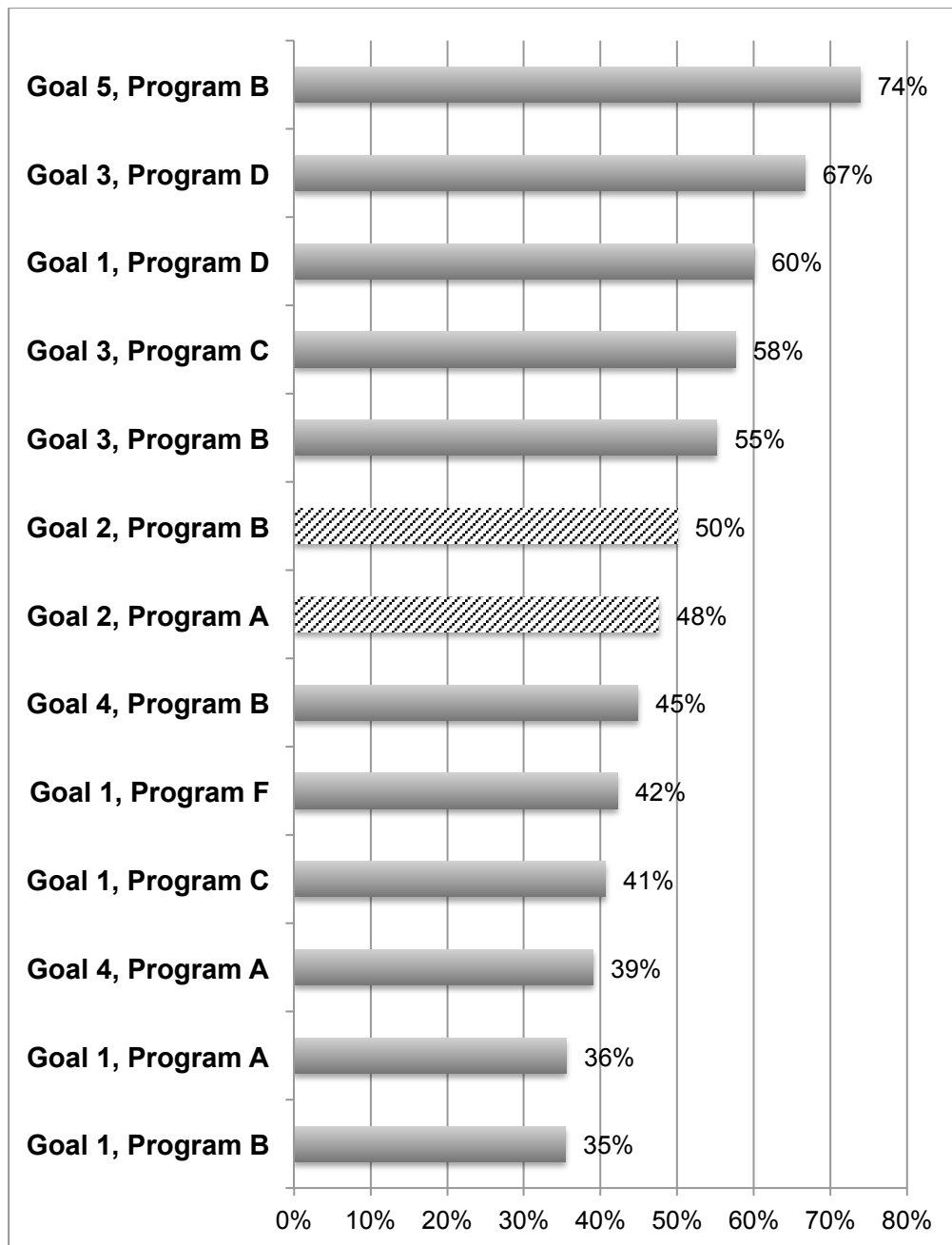
Comments and anecdotal information provided by the respondents were nearly all positive, with many paying compliments to the Library Development Services staff. One respondent recommended that “Major consulting and follow up from network services department is needed to assist with the ever-changing technology” and another suggested more “specialized development and support in area of technology,” although these recommendations seem more related to Goal 1. One respondent noted “a need for practice training on legal issues in regard to director's role in library administration.” Two other respondents suggested that Summer Reading Workshops be scheduled earlier.

The survey results and the generally positive comments suggest that the MLC's efforts in these areas are reasonably good.

**Figure D-3. Percentage of Respondents Rating Non-Subgrant Programs
in Which They Have Participated as “Excellent”**



**Figure D-4. Percentage of Respondents Rating Changes Observed
in Skills, Knowledge, Etc., as “A Lot”**



Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships so Mississippi libraries may address the needs of citizens.

Rate Interlibrary Cooperation programs/services which you have participated or of which you have knowledge.

- Goal 3, Program B: Develop partnerships among libraries, private businesses, associations, and similar groups to advance library services and address needs. (e.g.; Friends groups, director's meetings, MLA, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
3%	38%	59%	61	13

- Goal 3, Program C: Provide access to Primary Resource Library to supplement local resources, respond to queries not filled at local level, and circulate materials not locally owned. (e.g.; large print book rotations, patent and trademark, reference services, Learn-A-Test, MAGNOLIA, agency blogs and online reference tools, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
1%	31%	68%	68	6

- Goal 3, Program D: Access to statewide interlibrary loan system. (e.g.; VUC/ILL, OCLC cataloging, OCLC ILL, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
1%	20%	78%	69	5

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of Interlibrary Cooperation Programs/Services.

- Goal 3, Program B: Develop partnerships among libraries, private businesses, associations, and similar groups to advance library services and address needs. (e.g.; Friends groups, director's meetings, MLA, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
5%	40%	55%	58	16

- Goal 3, Program C: Provide access to Primary Resource Library to supplement local resources, respond to queries not filled at local level, and circulate materials not locally owned. (e.g.; large print book rotations, patent and trademark, reference services, Learn-A-Test, MAGNOLIA, agency blogs and online reference tools, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	41%	58%	66	8

- Goal 3, Program D: Access to statewide interlibrary loan system. (e.g.; VUC/ILL, OCLC cataloging, OCLC ILL, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
3%	30%	67%	66	8

Comments or Anecdotal Information

Again, we depend on these services to help us provide services to our community. We have been using the large-print rotations for several years to stretch the book budget. The databases, reference service, and access to ILL and OCLC - we simply could not operate without these services.
Current system owned by library cannot connect to statewide ILL system.
Due to membership in a consortium, interlibrary loan participation is extremely low.
I have contacted MLC's Reference staff to answer questions I could not. I have found MLA conferences very helpful, exposing me to new ideas and information I can pass onto my staff and the public. Learn-a-test has helped several patrons studying to take the GED or for prepping for the SAT exams. I LOVE, LOVE Novelist for Reader's Advisory Assistance and love the tab where I can learn about different genres. MAGNOLIA databases have been very helpful for me when assisting students. One adult patron attending nursing school was tickled to death to learn she could access journal articles she needed from home when she had the time, which was often after 10 pm! Access to materials from other library systems in the state and beyond has been extremely well received by our patrons. One fellow received a movie from Alaska in response to his quest for a certain film. We also tracked down an article written in Italian for a local author doing historical research (I did get help from MLC reference Dept. on that one!)
I use this for some of my patrons
Inter-library loan is a VITAL service offered by MLC. We rely heavily on this service, especially for books for our once a month, "Between the Lines" book club.
My patrons appreciate the ILL cooperation to borrow the books that we do not have in our collection.
Need a truly functioning marketing plan for all services! Need to tell Mississippians what resources/services are available both on the state and local levels; need to make certain services, i.e., MAGNOLIA less territorial!
One of the services that most surprises patrons to this day is the fact that they are not limited to the resources housed in our system. They are amazed that we can reach out to other libraries to borrow needed and desired materials. It is a long-standing service for libraries, but needs statewide coordination to make it work. MLC fills the roll for us in Mississippi. I have worked in other states where 2 or 3 different organizations were formed to do the work that is done by MLC. All sought state funding separately to support their programs, where there was the inevitable overlap. We benefit greatly from the fact that in Mississippi we look to one main for statewide guidance and support.
The director's meetings were very helpful and informative. I learned very much about myself, my leadership abilities, and the future of libraries. It was nice to network and speak with other directors and to come back with new ideas.

The interlibrary loan system is an excellent way to provide materials for patrons that our system doesn't have. This is a wonderful way to meet the needs of our customers when our budget just can't provide all the materials needed. I like the relationship built in that most all of the libraries are willing to work together to satisfy the needs of our customers. Many of the programs provided such as MAGNOLIA meet the needs of research materials for students. Learn-a-test has been so helpful for those trying to develop and prepare for tests especially the GED. HelpNow is a wonderful program that students are really using and with the economy like it is, parents can't afford to pay tutors and are thankful for this program.
This area is working really well. Patrons are increasing usage in this area.
We are the 2nd busiest library in the state. We can barely keep up with circulation. If it wasn't for on-line info, many patrons would be left out, as many other patrons seem to forget to return critical material on time, or sometimes, at all!
We would not be able to afford these services on our own.

Goal 3, Non-Subgrant Programs Analysis

As can be seen in Figure D-5 and Figure D-6 on the following pages, survey respondents rated all of the non-subgrant programs associated with Goal 3 in the top half of all non-subgrant programs, both in general and in terms of changes in observed skills, knowledge, etc.

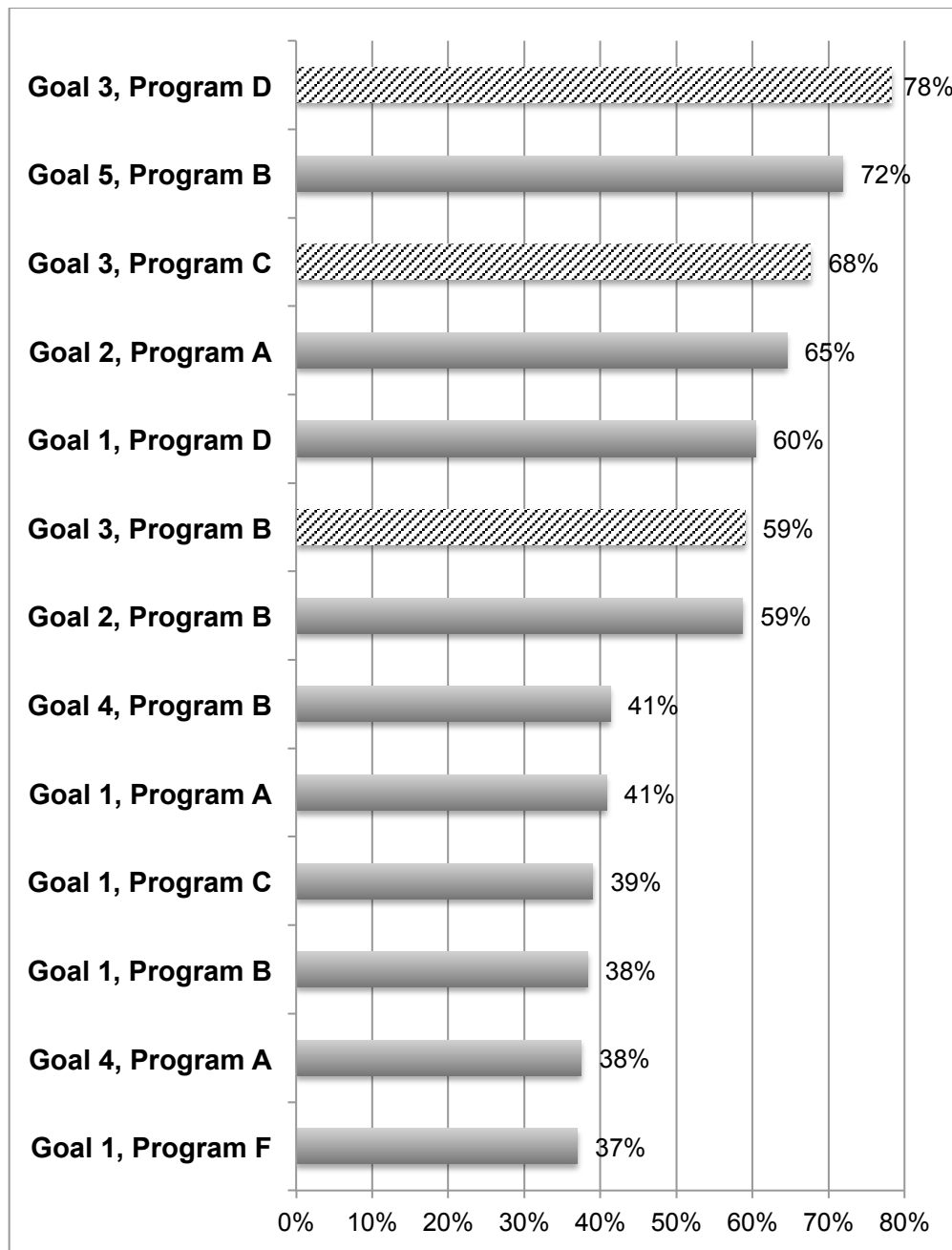
In fact, Program D (Access to statewide interlibrary loan system) was the highest rated program in general, with 78 per cent of respondents rating it as "excellent." Program C (Provide access to Primary Resource Library to supplement local resources, respond to queries not filled at local level, and circulate materials not locally owned) was the third highest rated of the MLC's LSTA programs, with 68 per cent of respondents rating it as "excellent."

In terms of impact (i.e., the changes observed in skills, knowledge, etc., as a result of programs or services), all three programs associated with Goal 3 were among the five highest rated programs. Two-thirds of respondents (67 per cent) rated the changes observed as a result of Program D as "a lot," while 58 per cent of respondents rated the changes observed as a result of Program C and Program B (Develop partnerships among libraries, private businesses, associations, and similar groups to advance library services and address needs) as "a lot."

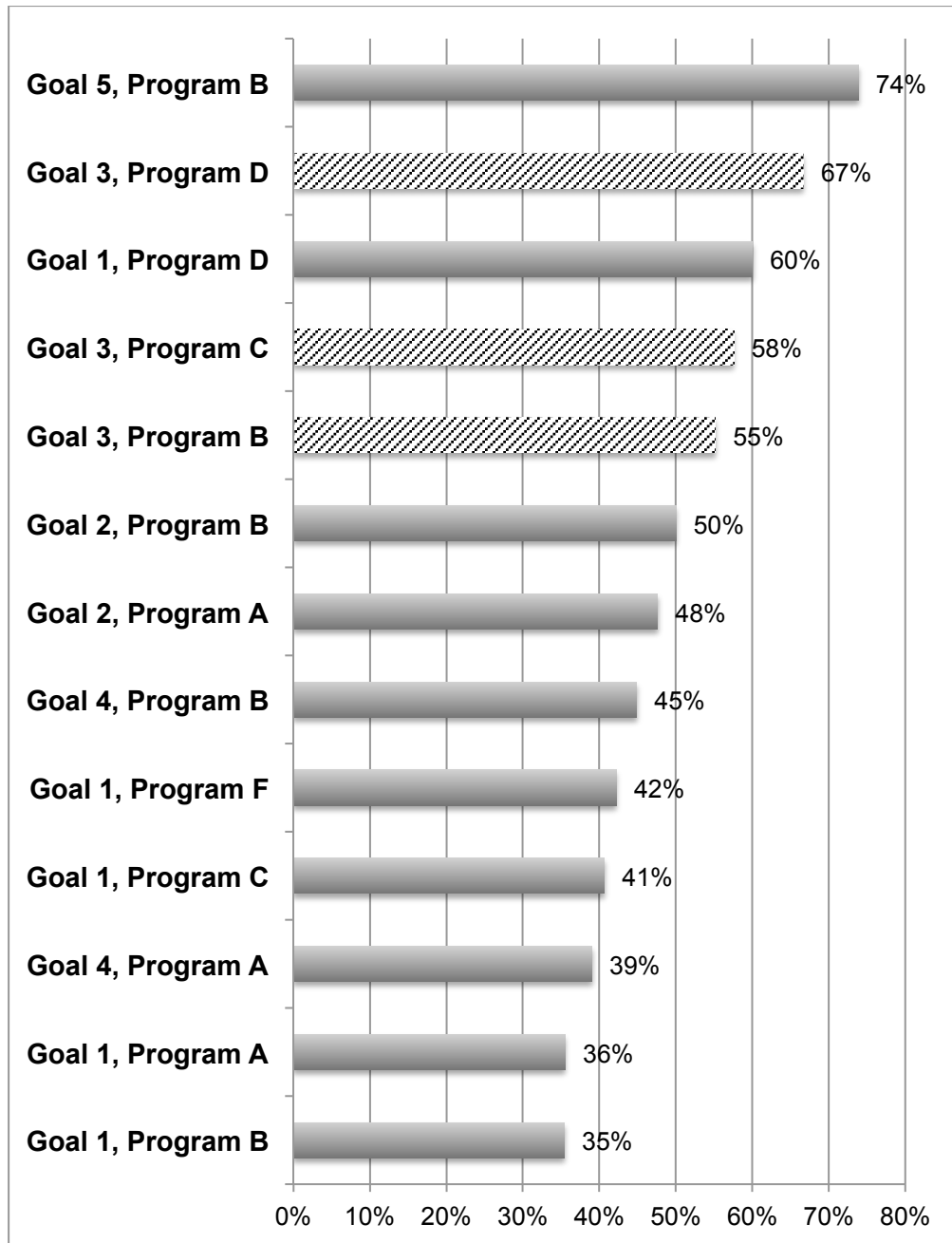
As might be expected, the respondents' comments were almost all positive; typical was the remark that "we simply could not operate without these services." One respondent suggested better marketing for these services, but otherwise, the comments were filled with praise for the programs and services of Goal 3.

These results suggest that the MLC's efforts in these areas are quite strong.

Figure D-5. Percentage of Respondents Rating Non-Subgrant Programs in Which They Have Participated as “Excellent”



**Figure D-6. Percentage of Respondents Rating Changes Observed
in Skills, Knowledge, Etc., as “A Lot”**



Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance so that all can achieve their goals as lifelong learners through subgrants, direct and indirect outreach programs and initiatives, association with multi-faceted organizations, and direct service initiatives.

Rate Special Population programs/services which you have participated or of which you have knowledge.

- Goal 4, Program A: Provide customized reading programs for special populations to facilitate lifelong learning. (e.g.; BPHLS reading programs, Book Clubs in a box, Center for the Book, Letters about Literature, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
3%	60%	38%	40	34

- Goal 4, Program B: Provide traditional and non-traditional library services to Mississippians with disabilities to meet informational and recreational reading needs and promote lifelong learning. (e.g.; talking book services, local recording program, BARD downloads, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
2%	57%	41%	46	28

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of Special Population Programs/Services.

- Goal 4, Program A: Provide customized reading programs for special populations to facilitate lifelong learning. (e.g.; BPHLS reading programs, Book Clubs in a box, Center for the Book, Letters about Literature, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	59%	39%	41	33

- Goal 4, Program B: Provide traditional and non-traditional library services to Mississippians with disabilities to meet informational and recreational reading needs and promote lifelong learning. (e.g.; talking book services, local recording program, BARD downloads, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
6%	49%	45%	49	25

Comments or Anecdotal Information

Again, need for a true marketing strategy related to services;
Although we do not have many in our area who use the special population programs/services, the ones who do are very happy with it and use it often. We also appreciate the books we receive from Book Clubs in a box.
Have not heard of it. We have not had patrons with disabilities request these services.
I am unfamiliar with BARD downloads. More Info about this? Some branches have used MLC's Book Clubs in a box and liked them. We have referred several patrons to the services for Blind and Handicapped and they have been well pleased. Several were delighted to know about the descriptive videos available, as well as the range of LP books and Books on Tape available. This service greatly improved their quality of life. Might need to promote the Center for the Book and Letters about Literature- I don't hear much about these.
I have a few patrons that use the talking books and love them.

Many of these services we simply don't have time to take part in ourselves. We share the information about them so that patrons are aware and have the option to approach us if they are interested. However, in most cases they are not interested or do not understand. In the case of the BPHLS, most of the patrons we reach out to that we feel would qualify for this service, are not interested in dealing with a library that is not local in order to do so. Most of us want to be the intermediaries.
Special needs patrons rarely use available materials.
The Blind and Physical Handicapped is one of the best services we have for our patrons.
The Book Clubs in a box are excellent. Trying to offer book clubs and come up with enough copies of book is so frustrating, but with this program there are enough books. I have been excited to see the enthusiasm in patrons who want to be a part of a book club. With the children's book club, I have seen confidence in reading develop, reading skills in reading aloud, and comprehension of the stories as we discuss. I know several of our patrons are enjoying the services provided for those with disabilities. They have commented on receiving their books and readers in the mail. Their family members have come in and shared how much joy it brings to their family member.
The Family Cultural Exchange at the M. R. Dye Library in Horn Lake was begun with an LSTA grant and is now entering its 4th year. It has successfully brought together our newly arriving Spanish-speaking population with our long-standing English speakers. It came about as a direct result of a workshop presented through MLC on providing services to the Spanish speaking community. In fact, the idea was first discussed during an exercise at the workshop.
These programs and services are vital to those in our community who need them. One student in particular has used BPHLS from high school through college - after student teaching, she will be ready to give back to the community, teaching elementary school.
We support large print collections hugely. We do not support talking books anymore because we purchase so many books on CD currently - a very popular and growing collection.

Goal 4, Non-Subgrant Programs

Analysis

Figure D-7 and Figure D-8 on the following pages show that the non-subgrant programs associated with Goal 4 were given relatively low ratings by the survey respondents, particularly Program A (Provide customized reading programs for special populations to facilitate lifelong learning). Only 38 per cent rated these programs and services as “excellent,” the second lowest rating given to any of the non-subgrant programs. Likewise, only 39 per cent of the respondents said that their skills, knowledge, etc., had increased “a lot” as a result of Program A, the third lowest rating given to any of the non-subgrant programs.

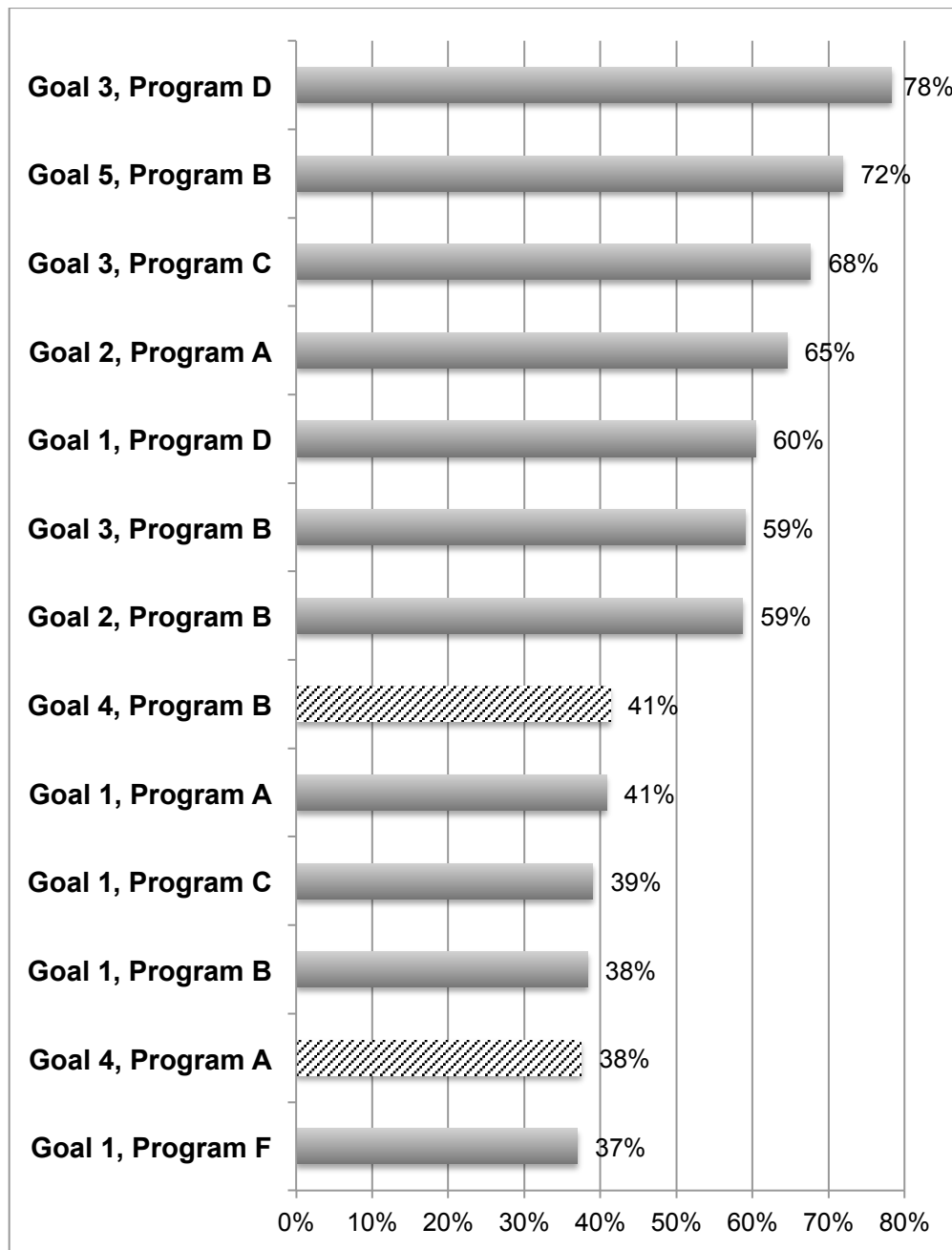
By contrast, Program B (Provide traditional and non-traditional library services to Mississippians with disabilities to meet informational and recreational reading needs and promote lifelong learning) was rated close to the average for all of the non-subgrant programs, with 41 per cent of

the respondents rating the programs and services as “excellent” and 45 per cent stating that their skills, knowledge, etc., had increased “a lot” as a result of Program B.

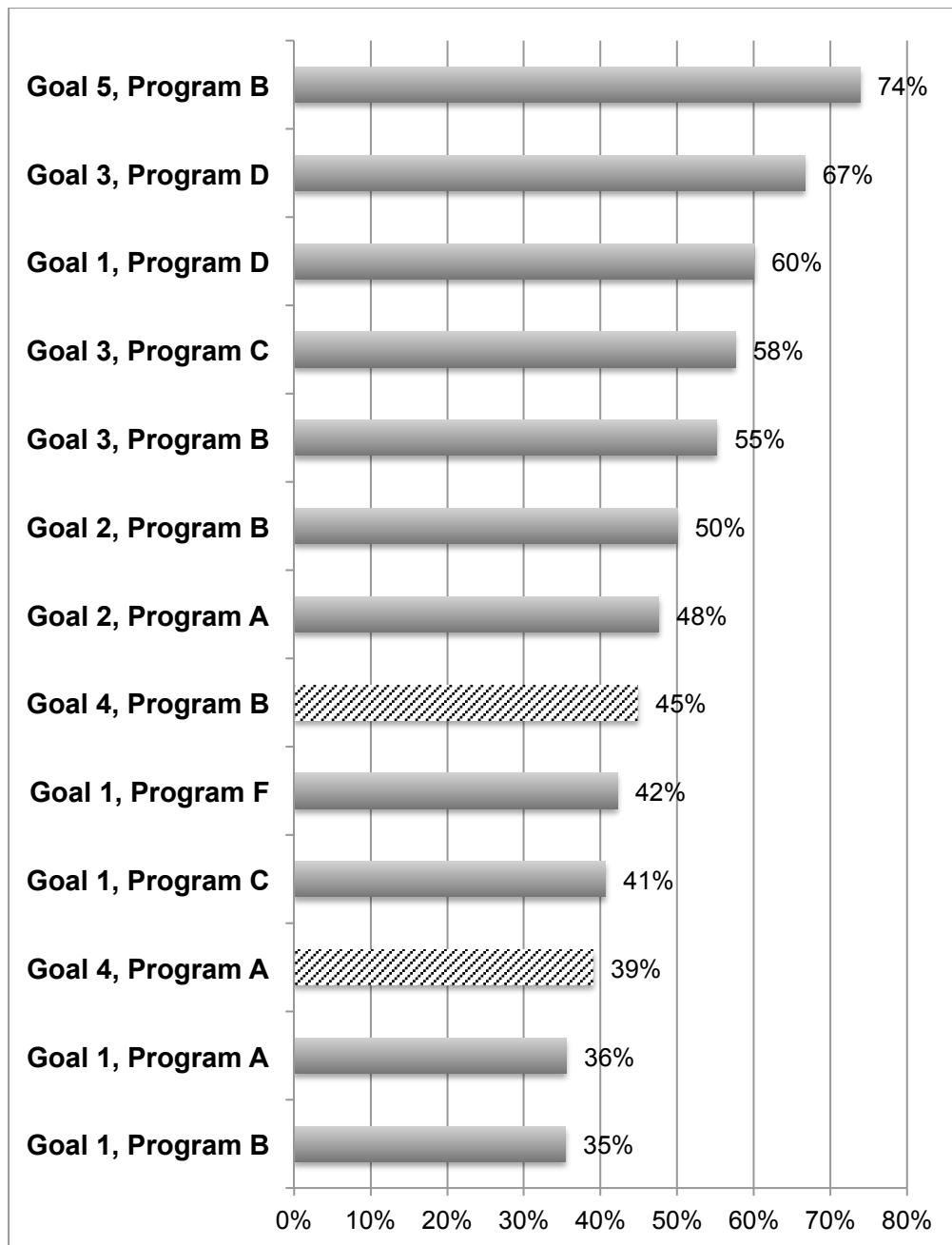
The comments and anecdotal information provided by respondents were mixed. On the one hand, there were a number of positive comments, many of which stated that the individuals who use the services are happy with them. On the other hand, there were several suggestions for improvements, especially related to the marketing of the services associated with Goal 4. The following comment summed up the apparent lack of awareness among many librarians: “Have not heard of it. We have not had patrons with disabilities request these services.” The BPHLS staff have recently initiated new efforts to better publicize their services, and these efforts should produce results soon.

These results suggest that greater efforts or a different focus may be needed by the MLC in the areas covered by Program A of Goal 4.

**Figure D-7. Percentage of Respondents Rating Non-Subgrant Programs
in Which They Have Participated as “Excellent”**



**Figure D-8. Percentage of Respondents Rating Changes Observed
in Skills, Knowledge, Etc., as “A Lot”**



Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access; grow electronic networks and linkages between libraries; develop partnerships; target services to diverse individuals and those underserved or having difficulty using a library by enhancing the ability of libraries to more effectively utilize resources to deliver services so all Mississippians have equitable access to quality library service.

Rate Skills Development programs/services which you have participated or of which you have knowledge.

- Goal 5, Program B: Provide skills development programs to support learning (e.g.; Librarianship 101, Directors Symposium, LEADS, Lyrasis, ITS, other various training opportunities throughout the year)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
0%	28%	72%	64	10

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, patrons as a result of Skills Development Programs/Services.

- Goal 5, Program B: Provide skills development programs to support learning (e.g.; Librarianship 101, Directors Symposium, LEADS, Lyrasis, ITS, other various training opportunities throughout the year)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	25%	74%	65	9

Comments or Anecdotal Information

All of my staff who have attended the Librarianship programs have become much better librarians and passed their knowledge on to other staff members.
Continuing education for staff is vital.
Directors Symposiums always are enlightening and informative. I come back to the job with a new attitude.
Directors Symposium is super excellent. All workshops are provided by MLC are very informative, helpful and lead to changes in our library system - from bookkeeping tools to management to policy development - the best I have seen in many years of participation.
Falling revenues have made it difficult for us to participate in everything that we would like to do.
I have attended most of the skills development programs offered and they are all very helpful. I enjoyed the way the Librarianship 101 class promoted camaraderie and learning in a very positive atmosphere. Also the Lyrisis webinars were very helpful in the development of higher skills. Most of the training opportunities offered throughout the year are very useful to those who participate. The Director's Symposium was by far the best development program of all. So much was learned that week.
I have participated in both Librarianship programs which I feel have [been] very beneficial to my professional development. I personally benefitted most from Lib. 201, as it addressed more of my needs as an employee who already knew a lot of the basics before I attended 101. I hope a 301 is in the works to build on the knowledge from 201. I know I personally would like to receive more technology training in order to stay up-to-date on what is going on in the technology sector. (Also, the legal issues are of interest to me as well). My job is such that I don't regularly utilize some of the new technologies, but I still want to know about them in order to be able to assist others when the need arises.
learned a lot from LIB 101. Look forward to LIB 102.
Librarianship 101 and 201 motivated our participants to tackle new projects and gave them a better understanding of the "big Picture" for library service. A one-day, on-site REFRESHER course for librarian 101 alumni might be beneficial.
Librarianship 101 and Librarianship 201 taught me ways to be more creative in helping our patrons. It also provided a lot of different places to get information. These programs have been so very helpful to me. I wish there were more like these.
Librarianship 101 encouraged me to seek a MLIS degree which I am currently in school getting
Librarianship 101 is, by far, the best training program that MLC has offered. It should be a requirement for all public librarians. MLC offers Skills Development Programs that are geared toward the needs of public libraries.
library 101 was an amazing opportunity to learn current information ,then bring it back and incorporate it into your own library
Loved Librarianship 101 seminar. It was refreshing to interact with people who have time to love books, without the daily stress of keeping up with patrons.

<p>MLC offers many educational tools for us to improve. The best program offered is Librarianship 101. Many of us do not have a Library Science degree and this class has offered us the opportunity to learn the terminology and develop the skills to be more successful in our jobs. This class is a week-long and it is amazing the material covered. I am thankful for Sharman Smith and her vision to see this program put in place. I couldn't believe all the material we covered and how well laid out it was. Lyrasis is another great program that can viewed on line and is a constant update of materials and technology. The webinars offered are another valuable tool to development. We can't always afford to be away from our branches. The expense for travel and stay are a strain on many budgets. The webinars take an hour or so out of your day and it is amazing the materials covered on them. MLC is great about letting us know about them and giving us registration information. MLC does a great job of continuing education opportunities and trying to offer staff the opportunity to be on top of things.</p>
<p>One of the best programs that I attended this year was the "Financial Management program for public libraries". It was of great importance to see how other libraries are set up financially and also to hear recommendations from a CPA.</p>
<p>Our library system takes full advantage of these programs and services. The type and variety continue to help our staff improve in their ability to utilize and deliver services.</p>
<p>Provide good confidence to many who came to Librarianship 101 and others, but some attendees faced stumbling blocks in their local library settings; Some directors were more receptive than others; Need to follow through on workshops with additional consulting assistance; Webinars are becoming an effective training resource in the last twelve months - need to determine its effectiveness in the long term;</p>
<p>Several of our staff members have attended Librarianship 101 and 201 and we have a much more professional level of service as a result. Library clerks and assistants are engaged in collection development at a higher level as a result. They also understand why the professional librarians feel so strongly about service issues such as patron confidentiality. The LEADS and Lyrasis courses have been use by a wide array of staff members. Our new trainer with no library experience used these to emerge herself in all things "library" and get on a par with other professionals on staff in a short period of time. Through this training she was exposed in-depth to many library practices and principles that might have taken her a year or more to conquer through normal means. The Directors Symposiums are hugely beneficial because the tackle the most difficult issues library directors face in a safe and sharing environment with experts brought in to help us navigate the maze of federal laws that apply to us as employers, technology applications we need to know more about, and all the other issues we face every day.</p>
<p>Several staff have attended the Librarianship101 and 102 sessions, and always come back fired up with new programming ideas, knowledge of new materials and a better understanding of their roles in the library. Those attending the Black Belt Librarian Safety workshop found it very helpful and learned better ways to insure the safety of staff, how to better deal with problem patrons and provide better customer service. The Marketing and Public Relations workshop helped us do a better job at promoting our collections, programming and services as well as how to create eye-catching displays.</p>
<p>Staff who attend Librarianship 101 etc. come back with totally new attitudes and a renewed excitement for libraries. The projects that they develop as a result of these sessions have been very helpful to the library system.</p>

These workshops are essential to library service because they provide training and a venue for information sharing and networking. I believe the face to face workshops to be wonderful for these reasons. However, those courses and seminars offered online just haven't taken off for us. If staff are in the library to work, it is hard to step away from the desk in order to participate in these types of activities, whereas leaving the worksite to do so allows for full concentration and no distractions. These types of online courses and workshops also limit the comfort level as far as networking and sharing information. The Directors would be the one exception. Because we meet face to face often enough, we are comfortable asking questions through the All Directors email list. We are interacting with people we know well enough to be comfortable in doing so. This is not the case for others. Also, the ease of use of the All Directors far outweighs having to log in to portals and start threads and things of that nature.

Goal 5, Non-Subgrant Programs Analysis

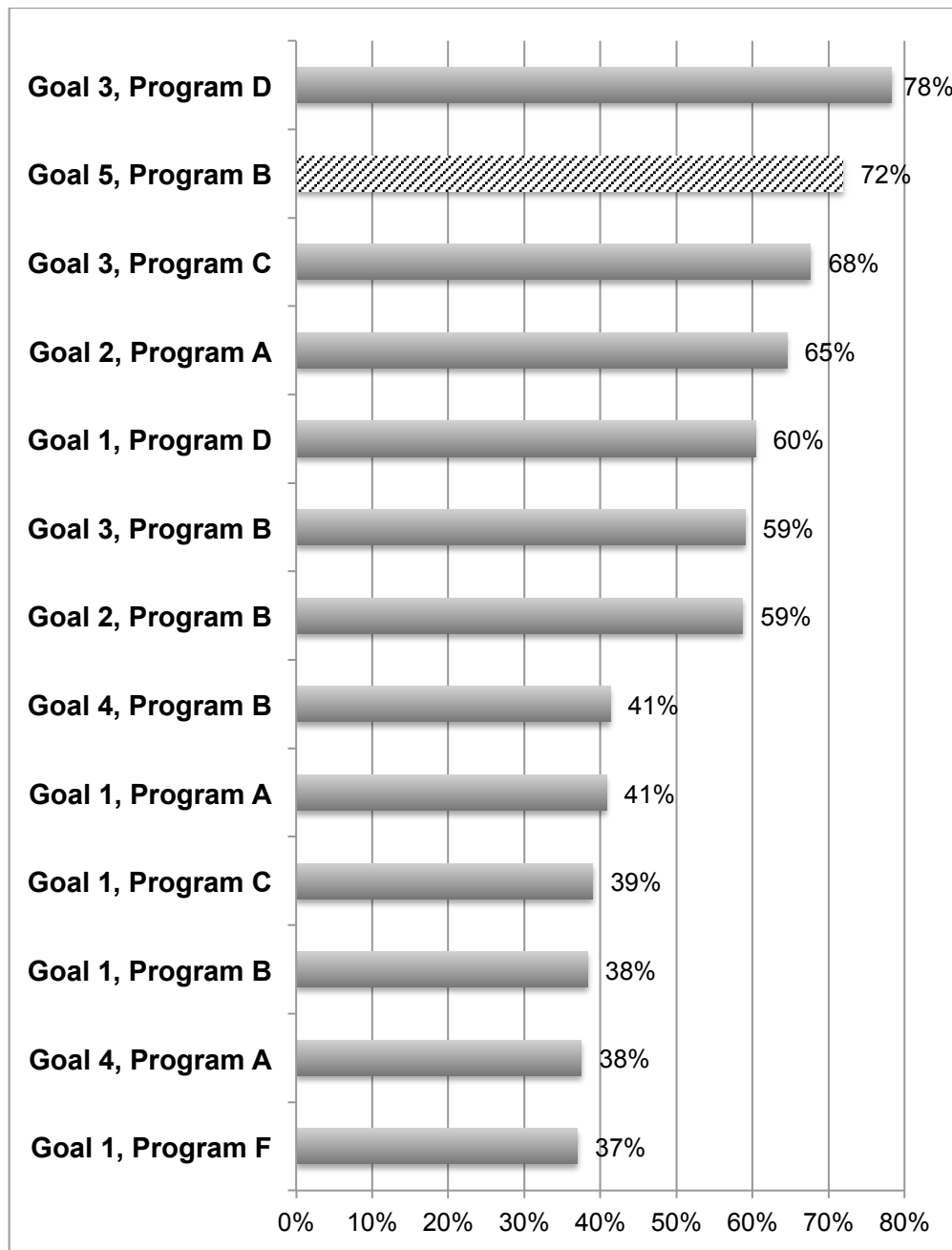
As can be seen in Figure D-9 and Figure D-10 on the following pages, survey respondents rated the non-subgrant program associated with Goal 5 as one of the top non-subgrant programs, both in general and in terms of changes in observed skills, knowledge, etc.

In fact, Program B (Provide skills development programs to support learning) was the second highest rated program in general, with 72 per cent of respondents rating it as “excellent,” and the top rated program in terms of its impact (i.e., the changes observed in skills, knowledge, etc., as a result of programs or services), with 74 per cent of respondents stating that their skills, knowledge, etc., had increased “a lot” as a result of the skills development programs associated with Program B.

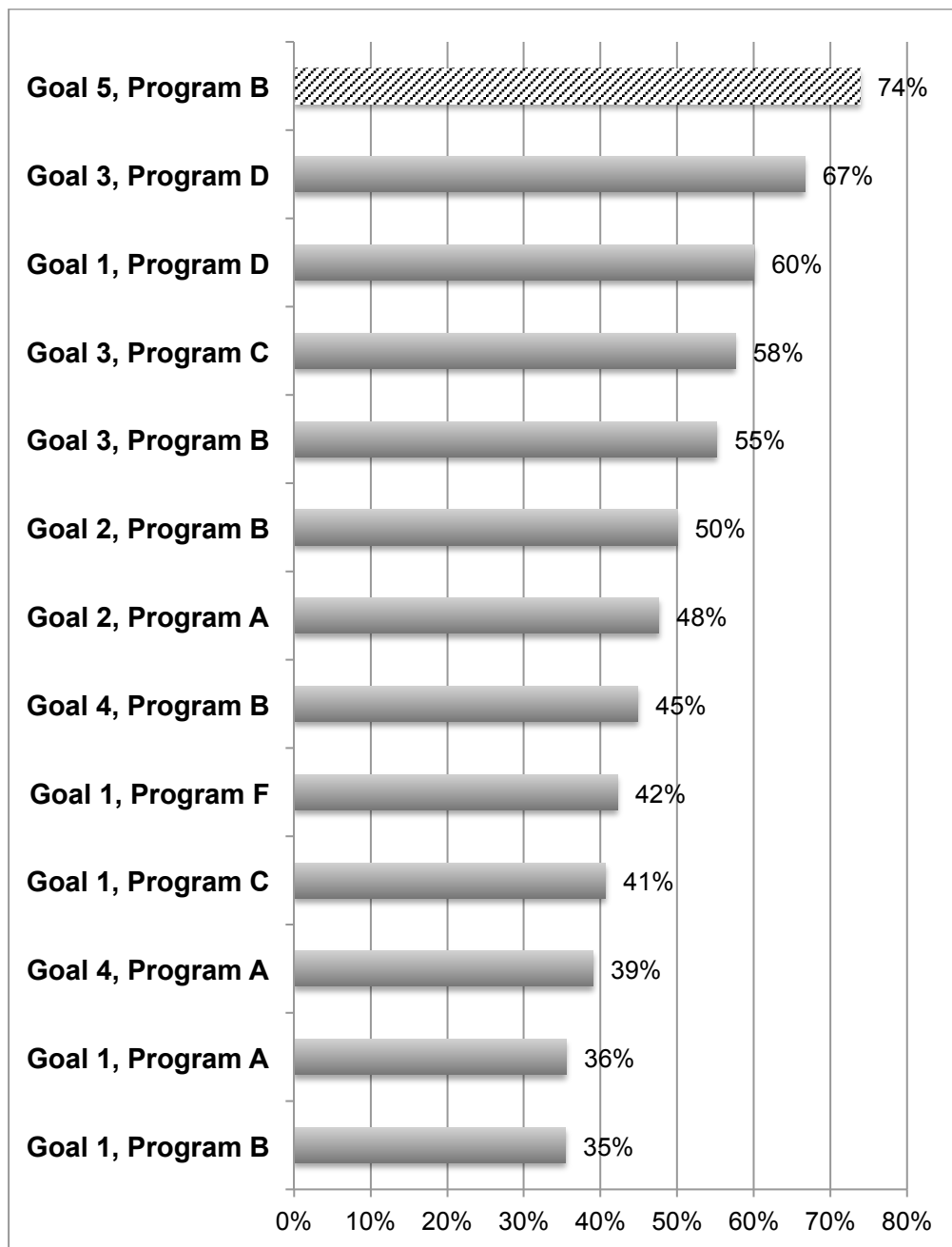
The comments provided by respondents were quite positive, with a large number praising specific programs like Librarianship 101. The need for “follow through on workshops with additional consulting assistance” was mentioned by one respondent, but otherwise, the comments provided were uniformly positive.

Based on the survey results and the comments of the respondents, the MLC’s efforts in these areas appear to be quite strong.

**Figure D-9. Percentage of Respondents Rating Non-Subgrant Programs
in Which They Have Participated as “Excellent”**



**Figure D-10. Percentage of Respondents Rating Changes Observed
in Skills, Knowledge, Etc., as “A Lot”**



Subgrant Programs

Goal 1 – Technology: Enhance use of technology in libraries to improve services and facilitate access to materials and information resources for Mississippians by supporting and providing statewide networking, technology access, subgrants, technology consulting/support, and initiatives to libraries.

Rate Technology Subgrants which you have participated in or of which you have knowledge.

- Goal 1, Program E: Provide funding opportunities to support local technology efforts. (e.g.; staff computers, network equipment, ILS upgrades, AWE computers, gaming, and technology assessment)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
0%	38%	62%	53	16

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, or patrons/users as a result of Technology Subgrants.

- Goal 1, Program E: Provide funding opportunities to support local technology efforts. (e.g.; staff computers, network equipment, ILS upgrades, AWE computers, gaming, and technology assessment)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
3%	41%	56%	61	13

Comments or Anecdotal Information

A grant from MLC for our libraries allowed us to purchase print management and time management software for our public libraries, which resulted in our patrons being able to be independent of asking librarians to assist them, and also for the staff to manage printing much better. A grant received specifically for gaming equipment allowed our libraries to hold "family" time for various activities. These programs are much appreciated by our community.
A mobile training lab was set up through a LSTA grant. Used at headquarters and at branch locations for staff and public training. Staff more aware of how to use resources available and to pass this knowledge on to public. The public sessions, teaching seniors and others basic computer skills, emailing, database searching and how to a search for and apply for jobs online, has been greatly appreciated. Patrons have found jobs thanks to use of the knowledge gained from these sessions. Online homework help has been well used and helpful to students of all ages. Two branches teaching creative writing used the writing lab to critique their work, and found this very helpful. Kids seem excited about using the AWE computers and seem to be learning from the educational activities they find on these computers.
AWE computers have been a wonderful addition to our branches. The portable tech lab is fantastic and has really helped staff keep their skills fresh and up to date.
Ereader grants have been one of our best grants to date - great response from our community - library perceived as being really current and up to date with tech trends.
Grant provided public access to Internet to libraries that didn't have any access.
Grants were awarded not on written criteria but on the capricious decisions of MLC staff MLC staff at times seemed most interested not in providing services to the public but to adherence to poorly defined MLC generated regulations
It has made accessing online faster for our patrons.
many patrons are able to access technology through the library that they otherwise would not have access to , many because of their location or income level
Network services is always faced with new directors or technology coordinators who may have limited technology/telecommunications skills; Network Services tries to make it understandable to all;
Our library is currently in the process of purchasing and updating our staff computers with the assistance of a Technology Grant. The grant will help us get this done.
Our patrons depend upon out libraries to provide for their technology needs. We could not do this without funding from LSTA.
Our system has benefitted from Technology Subgrants to replace patron computers, purchase laptops for in-library patron use, upgrade our automation program to a web hosted version, and replace circulation computers. Through these projects, our ability to meet public computing needs and provide increased access to n=materials has been greatly enhanced.
Our workplace depends on these funds for staff upgrades, and for providing computer literacy skills to preschoolers with the AWE computers. We continue to participate each year, so that we don't fall too far behind between Gates Foundation grants.

Technology hardware, software, and related equipment are often the most expensive acquisitions a public library can make. Having technology subgrants is vital to keeping public libraries updated with technology trends.
Technology subgrants have helped us to purchase new and much needed new equipment in our branches when funds are tight at the local level.
Technology subgrants were originally thought of as supplements to our technology budget. With the economic downturn (2008-2011) and the rise in other costs within the library system these subgrants are no longer supplemental but primary resources for replacing hardware. We have used both non-competitive grants for technology to keep on track with our 5-year replacement policy for technology.
Thanks to MLC for technology grants especially in this economy!
The kids love the AWE computers, but they don't seem to be very sturdy.
These subgrants give us the extra push we need to launch into new technologies. The fast pace changes make it very difficult to keep up with technology. Technology providers are often not sure how to deal with the public library market. These grants help take a leap we likely might not take on our own.
Upgrades offered are always beneficial to the staff and patrons. The grants to provide the AWE computers have been most beneficial in my work at the library. I work with the children and some with disabilities that challenge their ability to use regular computers. The AWE offers that opportunity to all children. Our AWE computer stays business 98% of the time we are open.
We have received many favorable comments on our ILL service which remains free because of MLC and LSTA assistance.
Without these grants training in some of our smaller communities would not happen.

Goal 1, Subgrant Program Analysis

Interestingly, while the non-subgrant programs associated with Goal 1 were given relatively low ratings by the survey respondents (see Figure D-1 and Figure D-2), the subgrant program associated with Goal 1 was the top rated of the five subgrant programs in the MLC LSTA plan. This high rating is shown in both Figure D-11 and Figure D-12, which reflect the fact that 62 per cent of the survey respondents rated Program E (Provide funding opportunities to support local technology efforts) as “excellent” and 56 per cent stated that their skills, knowledge, etc., had increased “a lot” as a result of the subgrant program.

The reasons for this difference between the ratings for the non-subgrant programs of Goal 1 and its subgrant program are not clear, but it is obvious that the respondents have a high regard for the MLC's subgrant program to provide funding opportunities to support local technology efforts.

The comments and anecdotal information from the survey were positive as well, with a number of respondents noting that the subgrants allowed them to purchase items that they otherwise could not have afforded. The lone negative comment had to do with grants being awarded capriciously.

The survey results suggest that the MLC's efforts in this area are very strong.

Figure D-11. Percentage of Respondents Rating Subgrant Programs in Which They Have Participated as “Excellent”

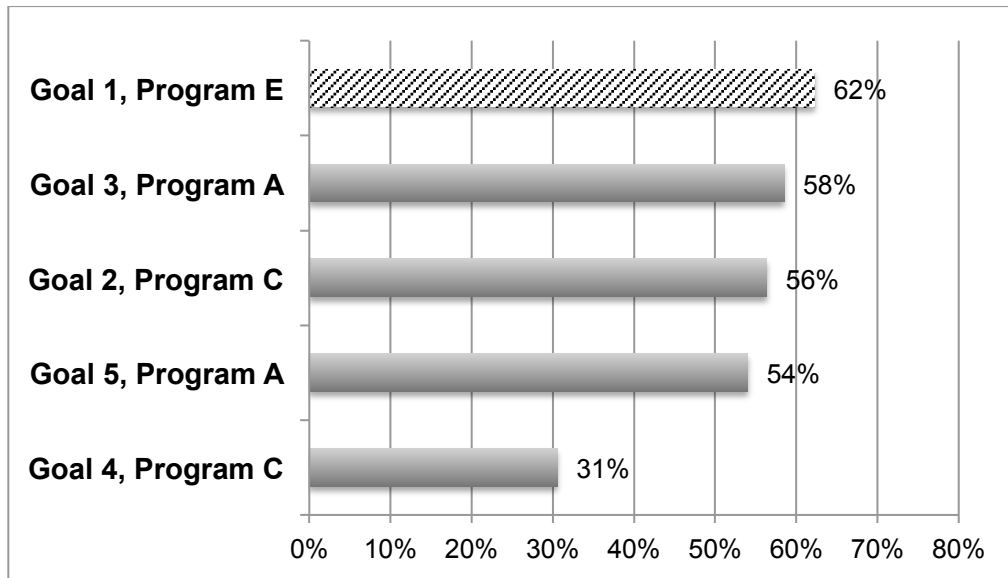
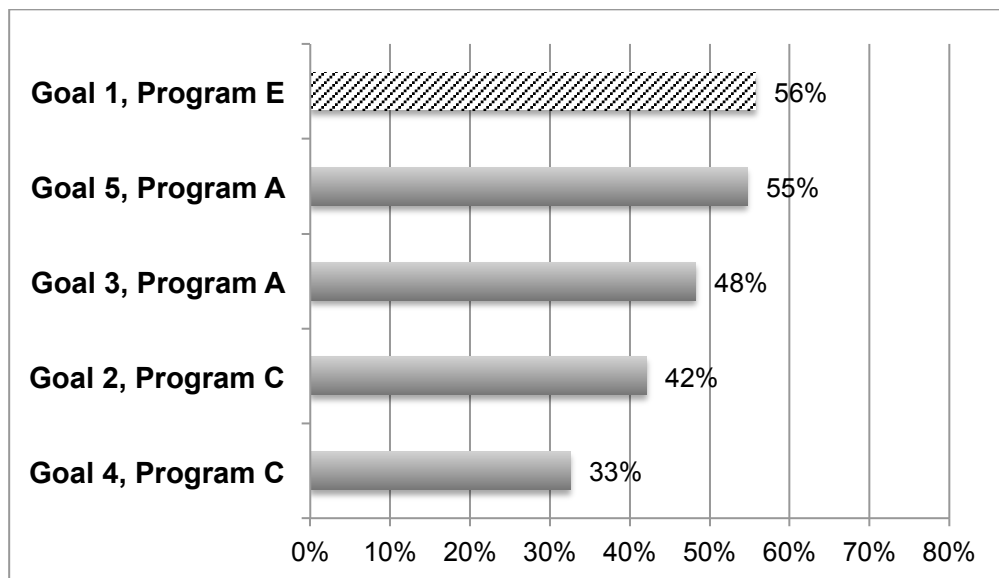


Figure D-12. Percentage of Respondents Rating Changes Observed in Skills, Knowledge, Etc., as “A Lot”



Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service to all Mississippians by providing subgrants, consulting/support, initiatives, resource assistance, and public library accreditation implementation.

Rate Library Development Subgrants which you have participated in or of which you have knowledge.

- Goal 2, Program C: Provide funding opportunities to support local library development efforts. (e.g.; young adult areas, programming, professional consulting, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
0%	44%	56%	55	15

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, or patrons/users as a result of Library Development Subgrants.

- Goal 2, Program C: Provide funding opportunities to support local library development efforts. (e.g.; young adult areas, programming, professional consulting, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
0%	58%	42%	57	17

Comments or Anecdotal Information

Commission's paperwork varies year to year as it makes changes to improve access to for all libraries to obtain grants; Especially liked the Focused Development and Focused Technology grants especially by small libraries;
Could not do without the Summer library program efforts!
Many of the grants have helped with developing and improving materials in juvenile non-fiction. As students come in needing materials for school projects it is necessary to current-up-to date materials. Knowing that we are trying to build those materials needed has helped patrons to use the library more. They depend on us for help. It makes us more confident in helping when we have the tools to assist.
NA
no comment
none
Our grant Elders Remember Panola County Music was literally life-changing for the teens who participated and life-affirming for those interviewed. It has lead to other connections and had far greater community impact than we could have imagined.
Our library simply could not function, much less improve, without the subgrant monies that we receive. Losing these funds would mean an abrupt halt to a great deal of services simply because we would not be able to retain the staff to provide the services, maintain the technology at a level that would be useful for patrons, or to take advantage of new tools and formats for delivery of materials and services.
Since we have designated a "special" area of our library for the teens and their programs, we are seeing more and more teens using the library.
Sometimes the areas that are provided for grant opportunities just do not jive with what we need at that particular time.
Thanks to a grant our library will be able to implement a new service for teens and other populations such as senior citizens for a series called, "Real to Reel". We will be able to show movies in our library as there is not a movie theater in our town. The grant covered the cost of the movie projector and screen. Our Friends of the Library will be paying for the movie license.
The provided funding to update collection which was really outdated.
We have been fortunate to have Library Development Subgrants funded to improve our collections for children, youth, and adult readers. Through these grant projects, our libraries have been enabled to become more relevant to the public. We are often complimented on the size and scope of our collections, even though our libraries are very small. Library Development Subgrants have played an important role in making our libraries "the heart of the community," as one patron put it.
We have received some library development subgrants for both consulting and programming. They have given us with the ability to improve the quality of services that we provide.

We implemented a grant at one branch to help us deal with a teen issue that had come to divide the staff, our patrons, and the community. By creating a special place for teens through an LSTA grant, letting teens know they are welcome, and consistently applying library policies to all patrons, we now have no problems at that branch resulting from being the "hangout" for this age group. All age groups use the library harmoniously and staff attitude toward teens has gone through a major change as well. Instead of fearing them, they now welcome them.

We just need more money available in a single grant and also we need more money in non competitive grants so that everyone can participate. With competitive grants, it often boils down to a reviewer opinion on writing style rather than need for the grant.

We used a grant to beef up our books by ethnic authors, mostly African American authors and some Hispanic ones, for adults and young adults. One teen swooped up the entire set of L. Divine's YA series before the librarian got them shelved.

Goal 2, Subgrant Program Analysis

As Figures D-13 and D-14 on the following page show, the subgrant program associated with Goal 2 were given ratings by the survey respondents that are close to the average for all of the subgrant programs. Program C (Provide funding opportunities to support local library development efforts) was rated as "excellent" by 56 per cent of the survey respondents, and 42 per cent stated that their skills, knowledge, etc., had increased "a lot" as a result of this subgrant program.

These results are consistent with the rankings of the non-subgrant programs associated with Goal 2, which were also rated near the average for all non-subgrant programs, both in general and in terms of changes in observed skills, knowledge, etc.

Respondents provided a number of positive comments about the subgrants associated with Goal 2, many of which helped libraries better serve special groups, like teens. The only negative comment noted that "Sometimes the areas that are provided for grant opportunities just do not jive with what we need at that particular time." More typical, however, was the comment that "Our library simply could not function, much less improve, without the subgrant monies that we receive."

Based on the results of the survey, the MLC's efforts in this area appear to be good.

Figure D-13. Percentage of Respondents Rating Subgrant Programs in Which They Have Participated as “Excellent”

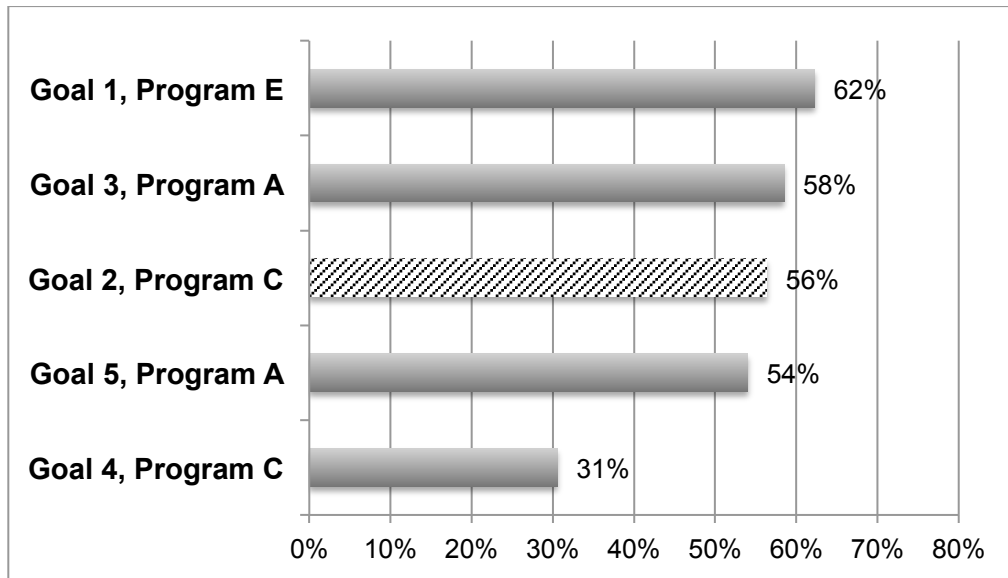
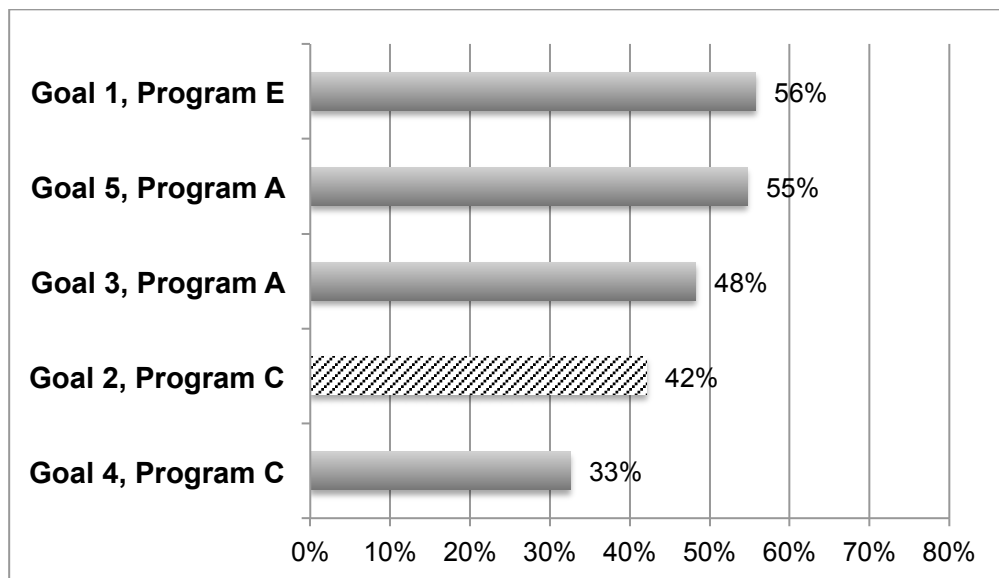


Figure D-14. Percentage of Respondents Rating Changes Observed in Skills, Knowledge, Etc., as “A Lot”



Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships so Mississippi libraries may address the needs of citizens.

Rate Interlibrary Cooperation Subgrants which you have participated in or of which you have knowledge.

- Goal 3, Program A: Provide funding opportunities to support local interlibrary cooperation efforts. (e.g.; resource sharing grants, ILS standards compliance, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
0%	42%	58%	53	14

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, or patrons/users as a result of Interlibrary Cooperation Subgrants.

- Goal 3, Program A: Provide funding opportunities to support local interlibrary cooperation efforts. (e.g.; resource sharing grants, ILS standards compliance, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	50%	48%	58	16

Comments or Anecdotal Information

Because of the interlibrary funding, many patrons are using the ILL program. They know if we don't have materials they are searching for, we will go through ILL to get for them. They are really using this program and many will go to our card catalog and then come to the circulation desk and say, this material is not in your system can you get through ILL. I think that's great!
Due to budget cuts, we would not be able to participate in ILL services without the grant provided through MLC.
Even though the Resource Sharing grant has helped with the cost of shipping/postage, the amount receive only covers 1/4 or less of the amount we spend on postage for ILL services. While our patrons heavily use this service and are quite impressed with the service, the cost of providing this service is becoming somewhat burdensome.
I'm sure my system has participated but I don't have enough knowledge to rate this.
Important for libraries to use Interlibrary Loan; Resource Sharing grants have been received very effectively to assist with ILL costs, but still not enough libraries offer that service; ILL networks continue to form Golden Triangle Regional Library Consortium often time without any planning whether short term or long term plus being responsive to sustainability issues;
no comment
none
Resource sharing grant helps our nickels and dimes stretch just a little further!
Resource sharing grants have helped make interlibrary loans more available and affordable to patrons in our system.
Support that helps keep this as free exchange among Mississippi libraries benefits the patrons of all of our libraries in the state. It helps us reduce the occurrence of information "haves" and "have notes" due to a Mississippian living in an impoverished area.
This helps us to meet patron request.
We were already providing the service at no cost to patrons, but receiving extra money to help fund this service always helps!
With the rising cost of postage, it really helps to have a program to reimburse us for interlibrary loans. This is so helpful with our budget. We may offer the public the ability to read whatever they wish (in most cases) by simply asking someone in another library to send it to us. The cost of this is substantial and having the resource sharing grant helps out.
Without the assistance of ILL grant, we would not be able to give our patrons items that they need, because of our local budget restraints. Many of our patrons have benefitted with Learn-A-Test in acquiring jobs because of taking the tests.

Goal 3, Subgrant Program Analysis

As can be seen in Figure D-15 and Figure D-16 on the following page, survey respondents ranked the subgrant program associated with Goal 3 as the second highest rated subgrant program in general and the third highest in terms of changes in observed skills, knowledge, etc. Program A (Provide funding opportunities to support local interlibrary cooperation efforts) was rated as “excellent” by 58 per cent of the respondents to the survey, while 48 per cent said that their skills, knowledge, etc., had increased “a lot” as a result of the program, a rating close to the average for all of the subgrant programs.

Again, the comments provided by respondents were positive, and comments like this were typical: “Resource sharing grant helps our nickels and dimes stretch just a little further!” Only one individual suggested that the cost of the service is too high, even with the subgrants.

The MLC’s efforts in this area are very good, based on the results of the survey and the comments received.

Figure D-15. Percentage of Respondents Rating Subgrant Programs in Which They Have Participated as “Excellent”

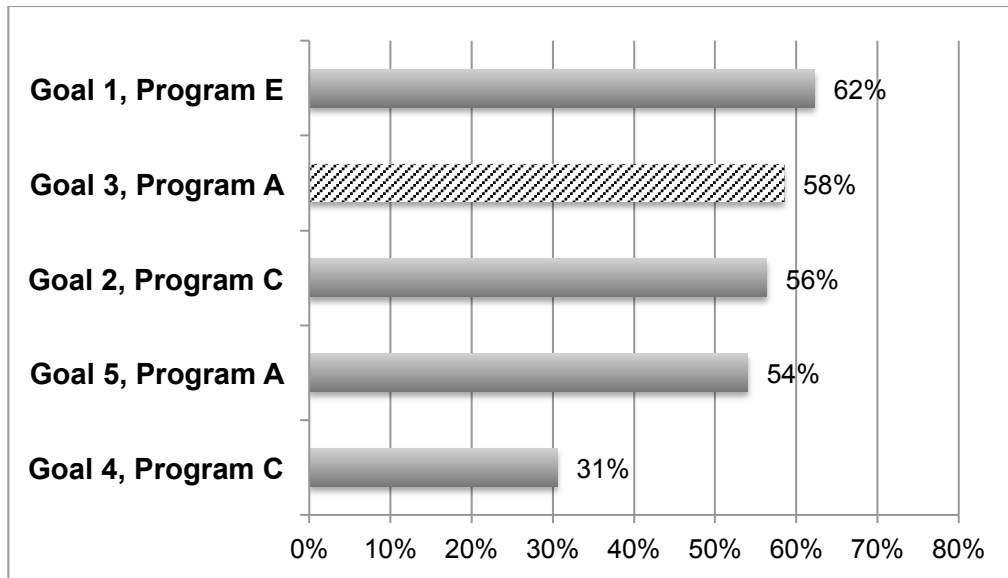
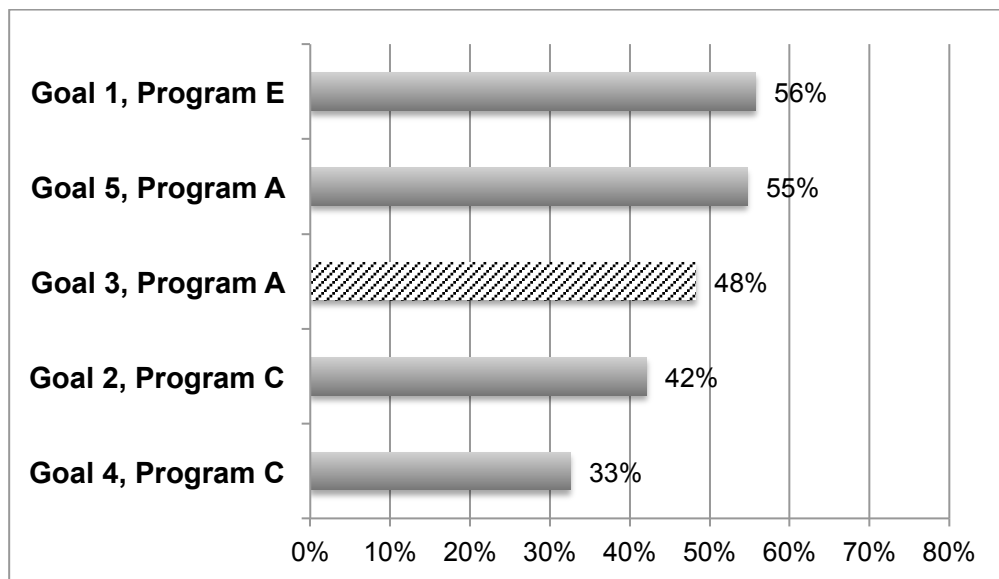


Figure D-16. Percentage of Respondents Rating Changes Observed in Skills, Knowledge, Etc., as “A Lot”



Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance so that all can achieve their goals as lifelong learners through subgrants, direct and indirect outreach programs and initiatives, association with multi-faceted organizations, and direct service initiatives.

Rate Special Population Subgrants which you have participated in or of which you have knowledge.

- Goal 4, Program C: Provide funding opportunities to support local interlibrary cooperation efforts. (e.g.; resource sharing grants, ILS standards compliance, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
6%	64%	31%	36	33

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, or patrons/users as a result of Special Population Subgrants.

- Goal 4, Program C: Provide funding opportunities to support local interlibrary cooperation efforts. (e.g.; resource sharing grants, ILS standards compliance, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
5%	63%	33%	43	31

Comments or Anecdotal Information

Again, started some good projects, i.e., work force services, but limited follow-through, i.e., no PR or marketing strategy or cooperation with other agencies;
Funding for Spanish language materials has eased the connection between staff and patrons. It is making it easier for Hispanics to feel welcome and a part of the library. They know we care about them and have special materials and programs for them. Some materials that were not exactly earmarked for a special need have become very resourceful in assisting young children with autism. These children are finding the AWE computers to be useful due to the touch screen activity.
I did mention the resource sharing grant earlier in the survey. We already provide the service, but extra money to fund it never hurts! We have obtained grants for books often requested by our African American patrons and we did not own that many. (Mentioned earlier in the survey) We also obtained BiFolkal kits for use in Senior Centers, Assisted Living Centers and Nursing Homes, where the people often have no transportation to the Library. The BiFolkal kits are easy to use and have been well received by staff and patrons. One woman got so excited about the "Remembering Automobiles" kit she insisted on being taken to her room so she could bring back her collection of miniature cars to share with the other residents at the program!
Just beginning a foreign language children's collection.
no comment
Resource sharing allows our nickels and dimes to stretch just little bit further.
The Memory kits are a hit, but that's all I know of.
We have used grant funds to reach minority populations and provide special collection and services. Success of these programs depends heavily on local support and promotion. Where these existed these programs were successful.
Working with these people continues to inspire me to reach higher. For the most part, these people work hard every day, just to achieve what most of us take for granted; the ability to read. Most of them express their gratitude for the materials they receive. I may never get rich being a librarian, but I feel that, because of these patrons, I already get enough.

Goal 4, Subgrant Program

Analysis

Figure D-17 and Figure D-18 on the following page show that survey respondents ranked the subgrant program associated with Goal 4 as the lowest rated subgrant program, both in general and in terms of changes in observed skills, knowledge, etc. Program C (Provide funding opportunities to support local efforts to meet needs of identified special population) was rated as "excellent" by just 31 per cent of the respondents to the survey, while only 33 per cent said that their skills, knowledge, etc., had increased "a lot" as a result of the program, a rating close to the average for all of the subgrant programs.

The comments provided by survey respondents were almost uniformly positive, including the touching remark that the individuals who use the services associated with Goal 4 “work hard every day, just to achieve what most of us take for granted; the ability to read.” One individual did note a problem with “limited follow-through, i.e., no PR or marketing strategy or cooperation with other agencies,” and the MLC staff may wish to consider ways to improve their efforts in this regard.

These results are consistent with the relatively lower rankings given the non-subgrant programs associated with Goal 4 and suggest that greater efforts or a different focus may be needed by the MLC in these areas.

Figure D-17. Percentage of Respondents Rating Subgrant Programs in Which They Have Participated as “Excellent”

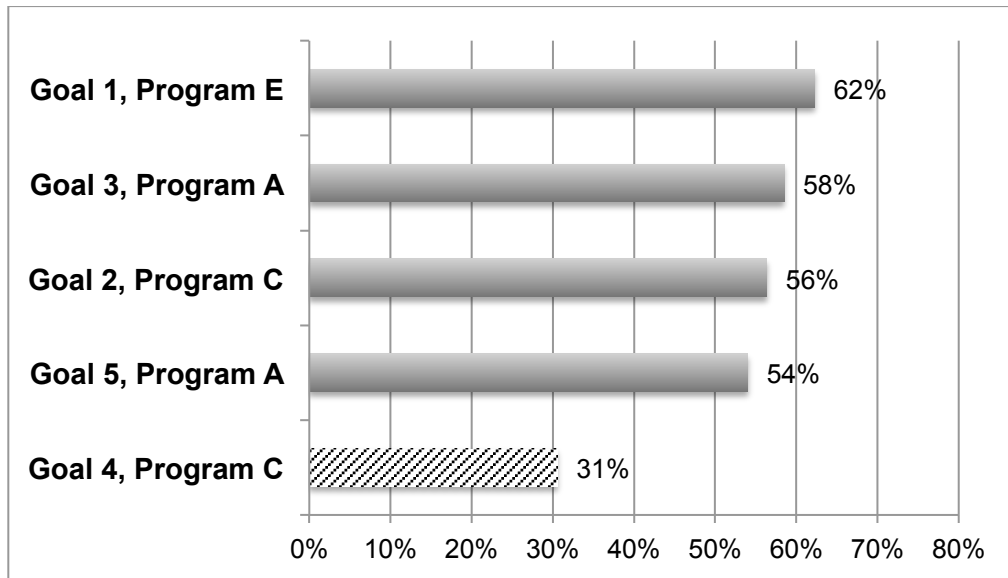
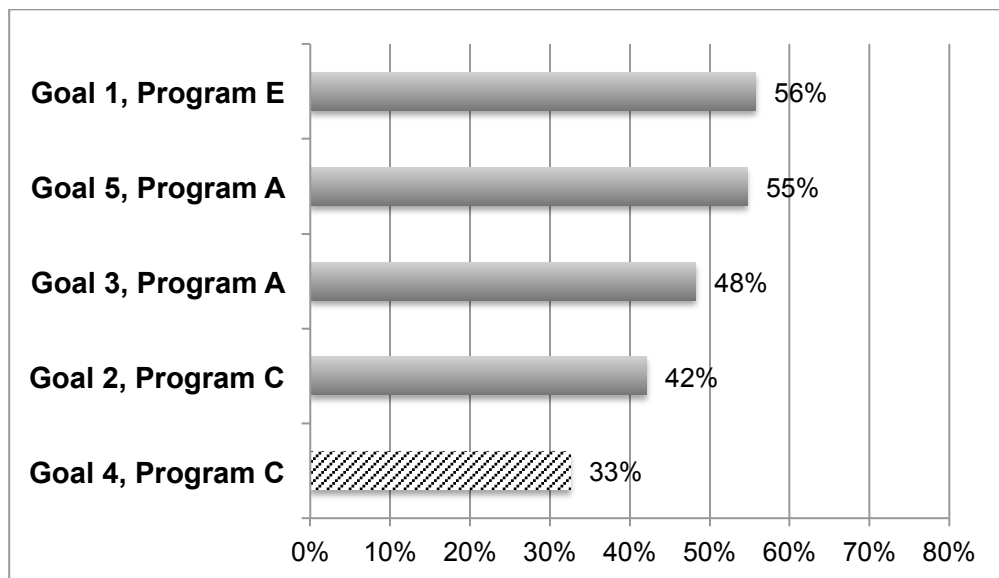


Figure D-18. Percentage of Respondents Rating Changes Observed in Skills, Knowledge, Etc., as “A Lot”



Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access; grow electronic networks and linkages between libraries; develop partnerships; target services to diverse individuals and those underserved or having difficulty using a library by enhancing the ability of libraries to more effectively utilize resources to deliver services so all Mississippians have equitable access to quality library service.

Rate Skills Development Subgrants which you have participated in or of which you have knowledge.

- Goal 5, Program A: Provide funding opportunities to support local efforts in skills development. (e.g.; mobile training labs, MLA programs, training determined at local level, etc.)

Poor	Good	Excellent	Respondents Who Participated	Did Not participate
2%	44%	54%	50	21

Rate change observed in skills, knowledge, behaviors, attitudes, status, or life condition in self, library staff, or patrons/users as a result of Skills Development Subgrants.

- Goal 5, Program A: Provide funding opportunities to support local efforts in skills development. (e.g.; mobile training labs, MLA programs, training determined at local level, etc.)

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	43%	55%	53	21

Comments or Anecdotal Information

Allows our library to train people that we otherwise might not have been able to afford to do.
GREAT
Mentioned the mobile training lab above. Also, our youth specialists always benefit from the bi-annual workshops for those in youth services.
MLC is constant in offering classes for skills development. I attend most children and youth development programs. The ones for teens especially on materials and technology are of great help. Most adults and especially those of us whose children are grown and gone don't know twitter, wiki and all those tech terms and programs. Thankfully, MLC knows that! They offer classes that will introduce those terms and programs to us and help us know how to implement programs for the teens or at least understand what they are doing and have a knowledge so we can help.
MLC pays for the expenses of events like Librarianship 101 and the Directors Symposium. This enables more public libraries to participate in these training events since some library systems may not be able to send staff to such costly training events.
none
Oh well, I seem to keep answering these elsewhere in the survey. We set up a mobile training lab thanks to a LSTA grant that has been helpful at headquarters and at the branches for staff development and for patron classes on basic computer use, emailing, database use and job searching. I appreciate MLC helping fund the MLA conference, as I do not believe they could bring in the keynote and other speakers or provide the range of programming that they do without MLC's assistance. Thanks!
Programs presented at MLA often show up within a calendar year as events at our local libraries.
See above comments; Again, some directors let their staff come while others do not;
Skills development has allowed me and my staff to take part in training opportunities that we might not have been able to participate in due to cost. Some lean years our spending may not go much over the \$3000 allotment. Gone are the times when we could spend \$12,000 on staff training out of our own budgets.
Some MLC seemed most concern with adherence to regulations rather than benefit to libraries and their staff. For example our library was required to create an "agenda" for a training opportunity even though the organization sponsoring the training provided no agenda.
These grants are vital to our daily operation and great patron service.
We have used the mobile training labs for both staff and public events. Both local and MLA training programs are an important part of our skills development program - each year! We strive to continually improve the skills, knowledge, behavior and attitudes of all our employees.
We have used the subgrants to help bring training to our staff at home. We close once a year and provide in-house training on various topics. These subgrants allow us to bring in experts to help teach our staff how to ply their trade successfully, safely, with happy customers as the end product.

Goal 5, Subgrant Program Analysis

As can be seen in Figure D-19 and Figure D-20 on the following page, survey respondents gave mixed ratings to the subgrant program associated with Goal 5. On the one hand, the general rating given by the respondents to this program was the second lowest of all the subgrant programs in general, with 54 per cent rated Program A (Provide funding opportunities to support local efforts in skills development) as “excellent.” By contrast, the respondents gave this subgrant program the second highest rating in terms of changes in observed skills, knowledge, etc., with 55 per cent saying that their skills, knowledge, etc., had increased “a lot” as a result of the program.

The relatively low ranking of this program in general is likely due to the fact that the general scores for the second, third, and fourth highest rated subgrant programs were very close. It is more important to note that the percentage of respondents who rated Goal 5, Program A as “excellent” was very near the average for all of the subgrant programs.

Comments and anecdotal information were mostly positive, and many echoed the sentiments of the respondent who said that “Skills development has allowed me and my staff to take part in training opportunities that we might not have been able to participate in due to cost.” One respondent criticized the MLC staff for “adherence to regulations rather than benefit to libraries and their staff” and another noted that not all library directors allow staff to attend training events, but otherwise, the comments were positive.

These results indicate that the MLC’s efforts in this area are good.

Figure D-19. Percentage of Respondents Rating Subgrant Programs in Which They Have Participated as “Excellent”

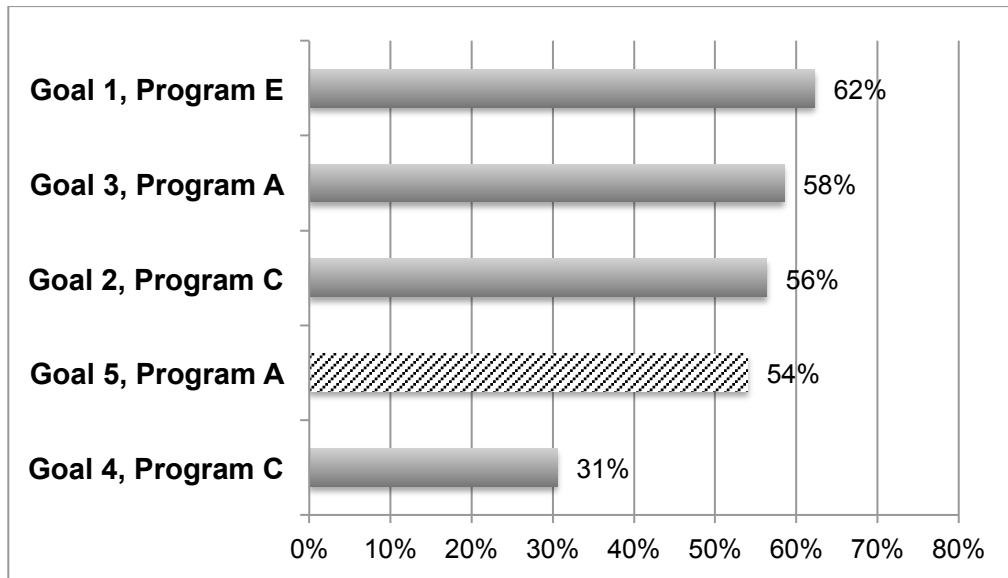
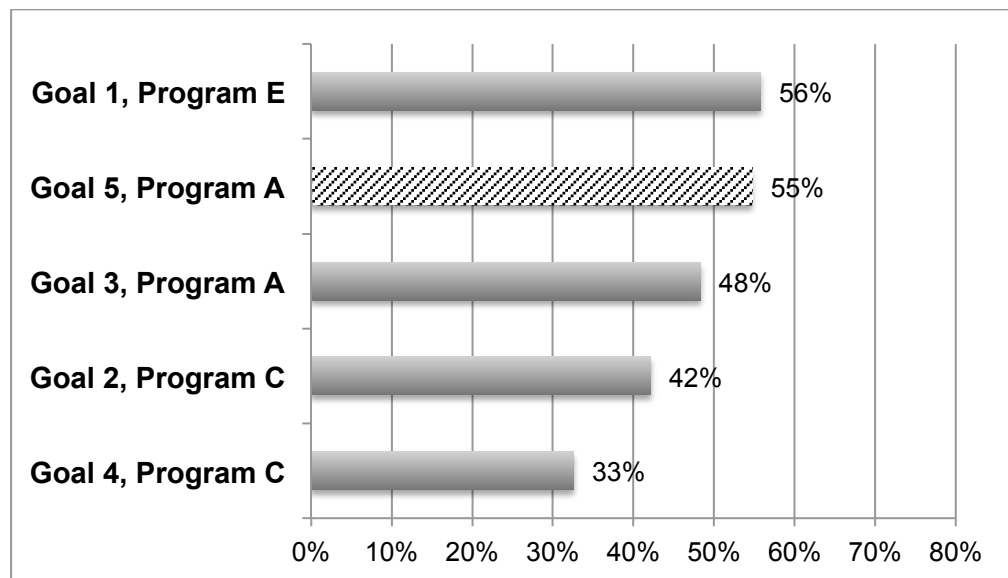


Figure D-20. Percentage of Respondents Rating Changes Observed in Skills, Knowledge, Etc., as “A Lot”



Reasons for Not Participating in Programs, Services, or Subgrants

<i>Goal 1 – Technology: Enhance use of technology in libraries to improve services and facilitate access to materials and information resources for Mississippians by supporting and providing statewide networking, technology access, subgrants, technology consulting/support, and initiatives to libraries.</i>
I am personally very low in the decision making hierarchy.
I do not actively work with grants; I am aware that grants have helped pay for our patron and staff computers. The grants have improved the quality of the computer services we utilize during the course of our job and has improved services to our patrons. We have also been able to increase the size of our computer labs at most of our branches.
My job as circulation clerk doesn't require me to do anything with subgrants.
n/a
Not my area of work
Others attended the technology programs and wrote the technology grants. I did others.
Our department is under staffed, and there was no time.
Our library system migrated to web-based email and outsourced website hosting and design to a third party, so these services were no longer needed from MLC. The cost of the design and hosting of the website is less than \$1000 a year, and much cheaper than the Director or other staff member attempting to manage the website using Dreamweaver. Webmail is free through Google and contains a great deal of storage and applications that are quite useful and the interface is much more user-friendly than the Horde system for email. We also are on MPLS with AT&T, so MLC does not manage our network. However, staff in the network service bureau have provided extremely important insight and, in the early stages of MPLS, helped mediate issues with the migration to MPLS.
Our Technology plan only focused on Public Access capabilities for our library system. Our focus was not on computer labs or training.
Some of the initial activity was for those on our technology team. They do the set-ups and servicing of our computers. My involvement comes in using it as a staff member and helping patrons to use it. The classes offered to train us were very beneficial.
This was not included in my job description and my director did not ask that I participate.
We have our own WAN through our consortium

Goal 2 – Library Development: Enhance library services through well-managed and well-operated libraries to provide quality library service to all Mississippians by providing subgrants, consulting/support, initiatives, resource assistance, and public library accreditation implementation.

Again, BPHLS is understaffed, and there was no time.

As a circulation clerk, I have nothing to do with funding.

I was not asked to participate

NA

The only reason I did not participate in this subgrant was time constraints and a lack of understanding of the basics of grant writing. Although I have attended grant writing workshops in the past, they were hard to follow and not very easy to understand. In my opinion, a different presenter should be used. Someone who may be able to keep on task and not go off on tangents.

Goal 3 – Interlibrary Cooperation: Enhance libraries' ability to meet increasing citizen demands for information and library services through resource sharing and partnerships so Mississippi libraries may address the needs of citizens.

As part of a Technology Subgrant in 2011, our system planned to join the state VUC. However, we have been unable to participate to date due to unforeseen difficulties in combining system catalogs, which is ongoing. Joining the VUC is still in our future, and we look forward to being able to offer our patrons greater access to materials from other state libraries.

I have nothing to do with funding.

I was not asked to participate

Lack of information

The Board of Trustees reviewed the grant opportunity; and determined that it was not cost effective for the library system

<i>Goal 4 – Special Populations: Meet the library service needs of all Mississippians regardless of personal circumstance so that all can achieve their goals as lifelong learners through subgrants, direct and indirect outreach programs and initiatives, association with multi-faceted organizations, and direct service initiatives.</i>
do not have the woman power to host some of these programs. Was not aware of some of these programs. Not interested in some of these programs for my area.
I am not familiar with grant opportunities such as these. It would be nice if MLC could publish grant applications that have received funding on their website so that other libraries could use them as templates or guides for successful grant writing.
I have nothing to do with funding.
I was not asked to participate
In the areas we serve, reaching out to those special populations in our area has proven unsuccessful. We market services, we seek out special needs populations in the community to share with them the opportunities, but in most cases there is no response or engagement. We have few non-English-speaking populations in our area, and those that we can reach we are able to provide for through our own means.
Limited manpower determines which subgrant programs the library system can effectively and successfully carry to fulfillment.
many patrons do need specialized help with resumes, job applications etc. unfortunately there is not enough staff to provide this service
Our three year strategic plan did not focus on this area.
We do not have many who use the special population services.
We have limited staff resources, so this was an opportunity that we were not able to pursue.
We have not had the need
We wrote a grant in this category but withdrew it because during the preview phase by MLC we realized we did not have proper documentation for the grant. We hope to participate in a future grant opportunity.

Goal 5 – Skills Development: Strengthen library resources, services, and tools and systems; expand services for learning and access; grow electronic networks and linkages between libraries; develop partnerships; target services to diverse individuals and those underserved or having difficulty using a library by enhancing the ability of libraries to more effectively utilize resources to deliver services so all Mississippians have equitable access to quality library service.

Did not get to apply in time.

I have nothing to do with funding.

Limits placed on this Library by the Library Board of Trustees and the County Supervisors.

Staff needs assessment indicated there was no need for additional participation in Skills Development requiring a request for additional grant funding.

Reasons for Not Participating in Programs, Services, or Subgrants Analysis

A variety of reasons were provided by respondents for not participating in the programs, services, or subgrants, some of which suggest specific responses on the part of the MLC and some of which probably lie outside the control of the MLC. The most frequently mentioned can be summarized as follows:

- Changes in technology that mitigated the need for the MLC's programs, services, or subgrants in a particular area. One respondent, for example, noted that "Our library system migrated to web-based email and outsourced website hosting and design to a third party, so these services were no longer needed from MLC." Still another noted, "We have our own WAN through our consortium." Reasons such as these emphasize the importance of MLC staff ensuring that their programs and services in the areas of technology are relevant to the libraries in the state.
- Choices made by individual library systems. One respondent pointed out that "Our Technology plan only focused on Public Access capabilities for our library system. Our focus was not on computer labs or training." Another stated that "Our three year strategic plan did not focus on this area." Another stated that "The Board of Trustees reviewed the grant opportunity; and determined that it was not cost effective for the library system." The

best that the MLC staff can do in such situations is to make librarians in Mississippi aware of the programs, services, and subgrants that are available and the value of these.

- Lack of awareness of programs. One respondent stated that “Was not aware of some of these programs,” and another blamed “Lack of information.” Still another said that “I am not familiar with grant opportunities such as these.” These comments suggest that the MLC staff should consider ways to improve the marketing of their programs, services, and subgrants. Again, this may be a never-ending task, but staff should examine innovative ways to publicize these opportunities.
- Lack of past success in specific service areas. One respondent stated that “In the areas we serve, reaching out to those special populations in our area has proven unsuccessful. We market services, we seek out special needs populations in the community to share with them the opportunities, but in most cases there is no response or engagement.” MLC staff may wish to view reasons such as this as evidence that librarians may need training in better understanding special needs populations and potential barriers to library use by these individuals or training in how to assess the success and failure of projects and how to make adjustments when such projects appear not to be working.
- Lack of time or staff. Respondents noted that “Our department is under staffed, and there was no time” and “Limited manpower determines which subgrant programs the library system can effectively and successfully carry to fulfillment.” Another stated that “We have limited staff resources, so this was an opportunity that we were not able to pursue.” There is probably little that the MLC can do to resolve these issues other than to highlight the ways in which the programs and services can make limited staff more efficient and effective or to emphasize the importance of the subgrant programs and thereby convince librarians that it is worth their while to devote even limited staff time to pursuing these subgrants.
- Lack of understanding of grantsmanship. One respondent noted that “The only reason I did not participate in this subgrant was time constraints and a lack of understanding of the basics of grant writing. Although I have attended grant writing workshops in the past, they were hard to follow and not very easy to understand. In my opinion, a different presenter should be used. Someone who may be able to keep on task and not go off on tangents.” Another respondent suggested that “It would be nice if MLC could publish grant applications that have received funding on their website so that other libraries could use them as templates or guides for successful grant writing.” While the MLC staff have done an admirable job with training in grantsmanship and with providing assistance to librarians on grant writing in the past, the staff should also realize that this is a never-ending need and

should both continue to offer training and assistance and explore innovative ways to help the librarians in the state better understand the process of writing grants.

- The programs, services, or subgrants were not related to the respondent's position in the library. Several respondents made remarks like "Not my area of work" or "My job as circulation clerk doesn't require me to do anything with subgrants" or even "I am personally very low in the decision making hierarchy." These reasons are understandable and have little to do with the quality of the grant programs provided by the MLC.

General Opinions

To what extent have statewide services improved since June 2008?

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
6%	41%	52%	63	11

Share examples.

2011 Director's Symposium topics addressed pressing issues. 2012 E-rate training addressed requested needs based on prior needs assessment/training evaluations.
Becoming more focused on the individual needs of the local library.
computer accessibility, AWE computers for education, easier to understand and more accessible links on library home page
Developmental Services staff are accessible by phone or e-mail even if they are not able to travel around the state. This division is also constantly looking at training opportunities that will help public libraries improve their services.
Directors Symposiums are a top notch training opportunity on the par of what we would get at a national meeting. It is invaluable since many of us don't have the budgets to travel to professional conferences or training workshops outside Mississippi. This is the single most important thing I have seen come from MLC and changing these to an annual event was a significant improvement in service.
Grant opportunities have been greater and more flexible. Educational Symposiums and workshops on accounting have been much needed and have been the best!
Have been able to expand programming opportunities. More continuing education opportunities are available for staff.
Helped provide better resources for our customers during hard economic times
I like the new format of the grant application, especially the shorter narrative section.
I selected no opinion because the question specified "since June 2008" and I have only been involved in the LSTA programs since 2010. However, I would like to say that the services have been consistently excellent.
In the state the economy is in, providing computers, internet, and programs has been most beneficial to our patrons as they use this to search for jobs, complete applications and do resumes. Our computers stay full all day long. Many families have given up their internet at home to help save a little and come to use the libraries. I think we are trying to reach out to families that all children will have the opportunity to read. We are using databases and library programs to promote reading in a more effective way and to educate parents and caregivers of the importance of reading and reading to their children.

It seems the statewide services provided are more pertinent and timely. The agency is improving in their delivery of service as they are helping us do the same.
Librarianship 101 and Librarianship 201
Librarianship101 has helped many libraries. Again, it is tied to how important a director may feel about the program. Local libraries truly need to have an internal training program and not totally rely on the Commission. To me, this means setting local service standards and training to them.
Offering more skills development opportunities. Some of the programs have been offered by webinar which saves in travel costs.
On-line materials in the MAGNOLIA, Ebsco Host, and Learn-a-test very important, especially ASVAB and Driver Training manuals. Can't hardly come by printed copies, and if you do, they don't stay around long.
Options for what could be done with LSTA money through the special subgrants has improved, almost keeping pace with trends and needs seen in the libraries.
Personnel Incentive Grant; Directors Symposium; Librarianship 101
Skills Development has become less theoretical and has more direct applicability to the library workplace. Project maintenance has become more streamlined, providing the additional opportunity of time and resources for work towards project implementation.
Some of the training sessions (Director's Symposium, etc.) seem to be more focused on actual day to day operations. I think the key is that the focus has changed to topics that cover issues "in the trenches".
State libraries appear to work together very well at this point in time. Almost any book at all can be found through our interlibrary loan system. Excellent training seminars are offered that help staff members learn great new skills and refine old ones.
Statistical Analysis Workshop and E-Rate workshop are VERY professional and thorough.
The agency provides excellent training in grant management, particularly ensuring that libraries are in compliance with federal regulations. This is very important to me as a financial officer. I'm glad that I don't have to read all the applicable federal regulations and figure out how to comply.
The libraries are now providing more access to computer services by expanding on the number of computers in each facility. A few libraries also have self-checkout services provided.
There has been a greater effort to know what library personnel need in training and support. The programs offered are relative to what staff face each day. The programs are varied enough to address concerns with personnel, patron needs, and technology changes. The services are almost always applicable and practical.
There seem to be more opportunities for workshops than ever before.
There seem to be more workshops offered on a variety of subjects. I appreciate these being brought to various locations in the state, makes participating easier.

Analysis

Statewide Services

Nearly all of the respondents to the survey (94 per cent) indicated that the statewide services offered by the MLC have improved “some” or “a lot” since June 2008. In fact, over half (52 per cent) indicated that the statewide services have improved “a lot.”

The survey asked respondents to share examples of the ways in which statewide services have improved, and a wide range of examples were provided. These included:

- “Becoming more focused on the individual needs of the local library.”
- The Director’s Symposium, which several respondents mentioned.
- Grant programs, which one respondent said “have been greater and more flexible.” Another noted that such programs have allowed the library “to expand programming opportunities.” Another praised the new grant application, “especially the shorter narrative section.”
- Increased continuing education opportunities, with several respondents mentioning Librarianship 101 in particular. Another respondent noted that “Skills Development has become less theoretical and has more direct applicability to the library workplace,” and another echoed this sentiment with the remark that “Some of the training sessions ... seem to be more focused on actual day to day operations.” One respondent specifically mentioned the “excellent training in grant management, particularly ensuring that libraries are in compliance with federal regulations.”
- MLC staff and departments, several of which were singled out for praise. As one respondent noted, “Developmental Services ... is also constantly looking at training opportunities that will help public libraries improve their services.”
- Resources and resource sharing. As one respondent pointed out, the MLC “Helped provide better resources for our customers during hard economic times.” One respondent specifically mentioned MAGNOLIA, EbscoHost, Learn-A-Test, ASVAB, and Driver Training manuals. Another mentioned the ILL system.
- Statewide services that “are more pertinent and timely.”
- Technologies, including “providing computers, internet, and programs” in general and the AWE computers and self-checkout services in particular.

To what extent have federally-funded subgrants improved local library service?

None	Some	A Lot	Respondents Who Expressed Opinion	No Opinion
2%	33%	66%	64	10

Share examples.

Collections have been enhanced,
Federally-funded subgrants allow libraries to do so much more than normal budgets allow. You can supplement certain areas of the collection or even add new areas, or you can work on improving technology or offering training. It is a great program.
Helped provide better resources for our customers during hard economic times
Improvements made to service through staff training and being able to better keep pace with changing technological trends has been important to us. We were able to put in a PAC/Print management system which made the public use of computers more efficient, equitable and private for patrons and staff. Workshops have increased the knowledge and confidence of the staff in providing service to patrons. We have been able to offer new services through subgrants that allowed us to evaluate their success before spending local funds.
In our small libraries serving rural communities, poverty and unemployment are high; few have a decent education. Many patrons we serve simply cannot afford to purchase books, own a computer, or pay for Internet access. Through federally funded LSTA grants, our system has been able to offer more and better library materials and provide access to computers and modern technology which is having a profound impact on lives. One patron wrote that she would be unable to take online college courses without free library computer access. Other patrons have been able to find jobs, improve job skills, and enhance education using our libraries. With LSTA subgrants, our libraries are able to provide better service to the public.
Increased technology is available to the citizens.
It allowed the improvement and updating of local collection holdings which caused an increase in circulation. Public access to internet has increased.
It gave us the opportunity to provide and improve our technology services that we would not have been able to fund on our own using only local funds.
LSTA has made it possible to provide enough computers to largely meet patron demands, has provided wireless Internet, funding for diverse programs, and opportunities for staff to learn skills and to develop better patron service. The services our libraries provide would suffer greatly without LSTA funding.
Many libraries would not be able to afford expensive technology upgrades without LSTA funding. Many libraries have purchased staff and public use computers using LSTA grant funds.
More enthusiastic library staff who in turn give provide frontline service.

Most public libraries operating in the current economy, with low sales tax returns, would probably be in dire straits if it were not for federally-funded subgrants.
New materials to change and brighten collections. New materials have allowed libraries to focus on neglected populations, like teens and have even resulted in the hiring of a "young adult librarian" devoted to teen services. New technologies, like ereaders, have been brought to the community.
Our computerized card catalog was purchased with grant funds, so was our self-check system and all of our public access computers (38) and all our staff computers and our DVD collection and our young adult reading area and our graphic novel collection and our wireless internet connectivity.
Put on real town meetings in communities to encourage citizens to come to the library to speak out about how the library is important to them and the community
some libraries especially the smaller ones would not have access to many of the technologies that large libraries would
Technology grants have supplemented our technology needs. Professional assistance grant provided us with much needed professional analysis and advice. As our budget dwindles due to rising prices and flat or reduced funding the subgrants are essential to us to extend our work.
There are so many! We have LSTA funded AWE computers, homework help, more books for kids, juveniles, adults, materials for seniors in nursing homes.
These grants helped us enter the 21st Century, apply new technologies, and gain knowledge of what is going on in the world around us.
We can better afford the postage for our interlibrary loan program and we will be paying for our eBook platform and several eBooks. We will also be able to begin purchasing new and updated computers for our staff.
We have received resource sharing grant which helps with the postage for ILL. We have not received a competitive LSTA grant in several years. The process of writing the grant is hard to understand and we are so short on staff and time that it is easier not to do one.
We're still here!
With these grants, we have been able to provide appropriate local library services. Because of our limited budget and rural location, there is no way we could have provided library services in the age of technology without the help of LSTA subgrants.
Without the federally-funded subgrants, our library system would not be able to support many of the programs and services that we offer our customers. We have been able to purchase books, computers, and other equipment that improve the level of service we offer the public.
Workshops continually help us develop skills and knowledge so we can be more beneficial to our patrons. If it wasn't for these grants, so many materials would not be available because we just couldn't afford. The grants have helped to majorly improve our databases and give us the computers and program upgrades so needed to meet the needs of our patrons. Especially those looking for jobs, putting in applications and completing resumes.

Analysis

Local Library Services

Respondents were also asked to what extent federally-funded subgrants have improved local library services. Again, nearly all of the respondents (98 per cent) stated that these subgrants had improved local services “some” or “a lot,” and two-thirds (66 per cent) stated that the subgrants had improved local services “a lot.”

Again, a number of examples were provided.

- Enhanced collections. As one respondent noted, “You can supplement certain areas of the collection or even add new areas.” Another noted the link between collections and circulation: “It allowed the improvement and updating of local collection holdings which caused an increase in circulation.”
- Funding. Many respondents made the point that the resources, services, and technologies would not have been possible without LSTA funding because of the lack of local funding to provide these resources, services, and technologies. Typical were the remarks that “If it wasn't for these grants, so many materials would not be available because we just couldn't afford [them]” and “Without the federally-funded subgrants, our library system would not be able to support many of the programs and services that we offer our customers.”
- Improved technology and what one respondent called “being able to better keep pace with changing technological trends.” Specific mention was made of public access catalogs, public access computers, e-readers, print management systems, Internet access, and Wi-Fi.
- Training, particularly in increasing “the knowledge and confidence of the staff in providing service to patrons.” Others referred to “opportunities for staff to learn skills and to develop better patron service” and “More enthusiastic library staff who in turn give ... frontline service.”
- A combination of resources, services, and technologies. As one respondent noted, “One patron wrote that she would be unable to take online college courses without free library computer access. Other patrons have been able to find jobs, improve job skills, and enhance education using our libraries. With LSTA subgrants, our libraries are able to [provide] better service to the public.”

What statewide programs/services would you like to see in the future?

1. Consulting 2. Skills Development 3. Programming Ideas 4. Customer service refresher courses on site - for staff members who cannot travel 5. Training on Microsoft excel, word, etc.
Ancestry/Genealogy tools, legal consulting by a trained attorney for libraries rather than workshops with an attorney. Joe Goff was great and those workshops were priceless, however, it would be great if there were a state library attorney who could counsel those of us who simply cannot afford to retain an attorney and who must rely on Board of Supervisors' attorneys, who, in our case, is of very little help when it comes to library issues in employment law and laws involving patron/citizen's rights to access.
Assistance with creating and implementing technology needs assessments. Provide on-going technology skills development.
Continue Librarianship 101 and 201 and Directors Symposiums, among other training opportunities. Provide more training via webinars to save on travel time and expense. Offer training in south and north Mississippi more often. Continue to support statewide programs such as the summer reading program. Form a statewide consortium for purchase of ebooks. Employ an attorney to help guide public library directors and board attorneys on legal issues related to public libraries in Mississippi.
Continuing and repeating some of the same great workshops - accounting, budgeting, policy development, children's services.
E-books statewide database More programming aimed at gaming and teens Another Tech Fair Friends of the Library fundraising program (not lumped in at MLA) Bring your best ideas - Show and tell Programs for adults
e-books would be great. Statewide access to a genealogy database would be wonderful since we had to let our local access go because of a cut in funding.
How to establish a new staff orientation; Middle managers training because they do the basic staff training in many locations; Assisting the next generation of librarians who are entering the profession understand their roles and the future of librarianship/information science;
I hope the subgrants will continue in some form - perhaps more emphasis on collaboration and/or partnering of library systems.
I would like an annual discussion for Youth Services Coordinators hosted by MLC. It's hard to do that during MLA or at other times because we have lots of other responsibilities during most training events.
I would like to find some way to help in implementing e-books into public libraries. People demand these, and many library systems are currently unable to provide due to a lack of funds.
I would like to see a statewide e-book consortium to meet the growing desire of patrons for the latest books delivered electronically. Most libraries cannot spread funds to meet all the demands of technology, books, magazines, audio books, videos, and now e-books without sacrificing one or more services. Since e-books do not have the mailing costs and risks of loaning out hard copies, a broad selection of materials could be offered.
I would like to see more skills training related to maintenance and analysis of local area networks.

I would like to see Network Services staff capable of making on-site visits to assist with technology issues at public libraries across the state. I would like to see some workshops geared toward training public library staff who responsible for technology at their library. I would like to see some workshops on standardizing public library technology and policies regarding staff and patron usage.
Leadership and management training.
more computer training for patrons, educational classes for adults,
More job training for patrons, more information of what SKILLS up-coming employers are going to need so people can go about acquiring same.
More programs for disadvantaged members of our population such as job skill training opportunities. We have a lot of patrons looking for jobs who don't even know how to turn the computer, on much less open an email account, fill out applications or create a professional resume. In today's job place they are virtually shut-out unless they have someone who can help them through the process. We do not have enough staff to devote that kind of attention to individual patrons on a daily basis. It would be really wonderful to be able to have a job skill program in place. Often we get people who have been sent to us by the Employment office so we are having to provide services I always thought they were supposed to be providing.
More technical support.
More that show us how to interact with legislators and local funding authorities.
More workshops regionally for various types of training.
Programs to teach us how to make the library beneficial and rewarding to those with disabilities. Programs to teach us how to be more effective with teenagers. Programs that will keep us current on technology and terminology. Programs to teach staff how to make each patron feel welcome and special regardless of culture, ethnic, finances, or disabilities.
state library card statewide purchasing contract and centralized technical processing
statewide e-book platform/system
Support regarding e-book collections
Would like to see personnel issues workshops for non Director level staff. Many branch managers have to deal with these issues and additional training opportunities would help. Bring back some cataloging for non-catalogers workshops.

Analysis

Future Statewide Programs or Services

Survey respondents listed a number of statewide programs or services that they would like to see in the future. These may be helpful to the MLC staff as they begin consideration of the next LSTA Five-Year LSTA Plan. The ideas included the following:

- Consulting and assistance in specific areas, such as “creating and implementing technology needs assessments.”
- Continued support for existing programs, such as the Summer Reading Program.
- E-books were mentioned by a number of respondents, both in general and a part of specific initiatives, like a statewide consortium for their purchase or a statewide database.
- Innovative ways to provide training, including “more training via webinars to save on travel time and expense,” “training in south and north Mississippi more often,” training on site “for staff members who cannot travel,” and “More workshops regionally for various types of training.”
- Programming ideas, including programming for teens, individuals with disabilities, and adults. Several respondents mentioned “programs for disadvantaged members of our population such as job skill training opportunities.”
- Repeating past programs, like the Tech Fair.
- Repeating past training, specifically Librarianship 101 and 102 and the Directors’ Symposiums.
- Specific resources, including statewide access to a genealogy database.
- Support for new statewide programs, including a statewide library card and centralized technical processing.
- Technology support, such as funding to allow Network Services staff to make site visits.
- Training in specific areas of the technology, including LAN management, Microsoft Excel, Microsoft Word, and standardizing public library technology and policies.
- Training in specific, non-technology areas, including cataloging for non-catalogers, legal issues for librarians, lobbying legislators and local funding authorities, leadership and management, middle manager training, new staff orientation, and personnel issues.
- Training in specific resources, including Ancestry.com and other genealogy tools.

What type of subgrant programs (other than construction) would you like to see in the future?

1. Technology 2. Collection Development 3. Professional Services
Better physical access, i.e. parking, public transportation, and similar infrastructure issues that could stand a little push.
can't think of a thing!
Collection building, collection building, collection building! This is always where when local budgets are cut, we have to cut these significantly.
Continued funding for updating technology.
Doing a good job with variety offered now. Keep it up!
E-book grant
ebooks
Ebooks (which appears to be in the works)
Ebooks, more shared databases, laptops/kindles to check out,
Given falling revenues, we could use grants that will help supplement falling book budgets. Not every grant needs to be solely about technology. Technology is a large part of what we do, but it is not everything.
Grants to help staff be more effective with all people Grants to keep us on top of technology and upgrades for computers and replacements as needed Grants to bring in challenging programs such as authors through Skyping
Helping libraries be able to offer e-book technology is essential to me. Currently, the service is out of the price range of my library system. I have no doubt that some arbitration could occur to make the service more available to everyone.
I would like to see an increase in non-competitive grants and/or an increase in the dollar amount available. The non-competitive grants have been great because no reasonable request is denied. The competitive grants are still necessary because there are needs that only a sizeable amount of funding can meet, but the non-competitive has allowed the funds to be spread throughout the state.
MARKETING, if we don't we won't be around in ten years!!!!
more addressing collection development for print materials, especially for adult materials
more technology training
Programs to help purchase security equipment, including RFID systems, security cameras and self-defense programs. Another round of PAC replacement grants similar to the Gates grants, grants to help pay for Summer Library Program activities including performers/presenters.
Public Access Computer grants.

Technology upgrades of hardware to handle upgraded software and E-Book circulation. Professional assistance to staff in the following areas: Professional service to public, dealing with inappropriate public behavior of patrons. Professional assistance with inventory control and asset management. Marketing skills to promote library services to the public. Best practices for disaster/crisis management to ensure public safety in the library.
Technology equipment, initiatives and applications. Ebook consortium. Staff development. Collection development.
Upgrade of facilities ? Furnishings? Go green - Funds to make your facility more energy efficient Inspection of buildings to prevent accidents Digital signage
We need programs that would allow us to hire firms or consultants to produce the needed information such as disaster planning or strategic planning. We just do not have the staff to do it ourselves. We are too busy wearing multiple hats.

Analysis

Future Subgrant Programs

Survey respondents listed a number of subgrant programs that they would like to see in the future. These may be helpful to the MLC staff as they begin consideration of the next LSTA Five-Year LSTA Plan. The ideas included the following:

- Collection Development, which was mentioned by several respondents, one of whom said, “Collection building, collection building, collection building! This is always where when local budgets are cut, we have to cut these significantly.” Another respondent noted that “Given falling revenues, we could use grants that will help supplement falling book budgets. Not every grant needs to be solely about technology.”
- Facilities-related subgrants, although it is not clear that federal LSTA funds could be used in this manner. Nevertheless, one respondent suggested subgrants to support better physical access and other infrastructure issues. Another mentioned furnishings, digital signage, and green buildings.
- Marketing, which was mentioned by a couple of respondents. As one respondent argued, “if we don't we won't be around in ten years!”
- Programs, especially “grants to help pay for Summer Library Program activities including performers/presenters.”
- Security-related concerns. One respondent suggested subgrants “to help purchase security equipment, including RFID systems, security cameras and self-defense programs,” and another recommended subgrants to support “Best practices for disaster/crisis

management to ensure public safety in the library.” Still another suggested “programs that would allow us to hire firms or consultants to produce the needed information such as disaster planning.”

- Technology, including “Continued funding for updating technology” and “Grants to keep us on top of technology and upgrades for computers and replacements as needed.” Several respondents specifically mentioned subgrants for e-books. Another suggested subgrants for laptops or Kindles to check out, and another recommended “Another round of PAC replacement grants”
- One respondent raised the issue of competitive versus non-competitive grants, suggesting that “I would like to see an increase in non-competitive grants and/or an increase in the dollar amount available. The non-competitive grants have been great because no reasonable request is denied. The competitive grants are still necessary because there are needs that only a sizeable amount of funding can meet, but the non-competitive has allowed the funds to be spread throughout the state.”

Additional Comments concerning the LSTA programs/services & subgrants available through the agency.

can't think of a thing!
Eliminate the competitive grants and use another means of fund distribution! It is terrible to spend hours, days and weeks working on a grant that you REALLY need and then to have it denied. It makes you hesitate to think of wasting that time again. We all have good educations and can all write reasonably well. It is not fair to base a decision on lack of clear outputs and outcomes when many still do not have a clear understanding of this far reaching and often deceptive terminology! Much of the output/ outcome is based on reviewer opinion.
eliminate the consultants on staff at MLC, divide the state geographically, and contract with a library system/director to provide leadership and consulting for other libraries within the area.
I am thankful for these grants that help provide so much assistance for us to develop ourselves and our library materials. I am thankful for the MLC staff and their vision of what we need to be successful in our communities
I am thankful that we have access to LSTA grant funds through the Mississippi Library Commission.
I appreciate the continuing efforts to streamline the paperwork related to the subgrant process. MLC staff have made the process less time-consuming and painful. We are more confident knowing that MLC is there to help with any situation, to help us interpret trends and utilize best practices from the library world.
Librarianship training has been very important in encouraging staff members to continue their careers.
LSTA grants have become too regulation-bound. The application and reporting process makes the cash award often not worth the effort. Competitive grant evaluation is problematic; there is not vehicle in place to insure that the evaluations are done competently. A across the board funding approach (per capita; per capita plus county, etc.) similar to PIG, with a checklist format of compliance to federal regulations, is a better method.
Streamlined reimbursement method is greatly appreciated.
They are valuable and needed.
We are very appreciative of LSTA programs / services and subgrants because they directly impact the kind of service our library system can offer the public. Without them, our ability to serve the public in a way that is relevant, effective, and up-to-date would be severely compromised, if not nonexistent.
What can I say, LSTA has been a life-saver. Without LSTA funding, several of our patron services would be severely hampered or non-existent. With state and local funding in jeopardy of being reduced or at least frozen, LSTA helps provide funds for technology and materials that would not be attainable otherwise.