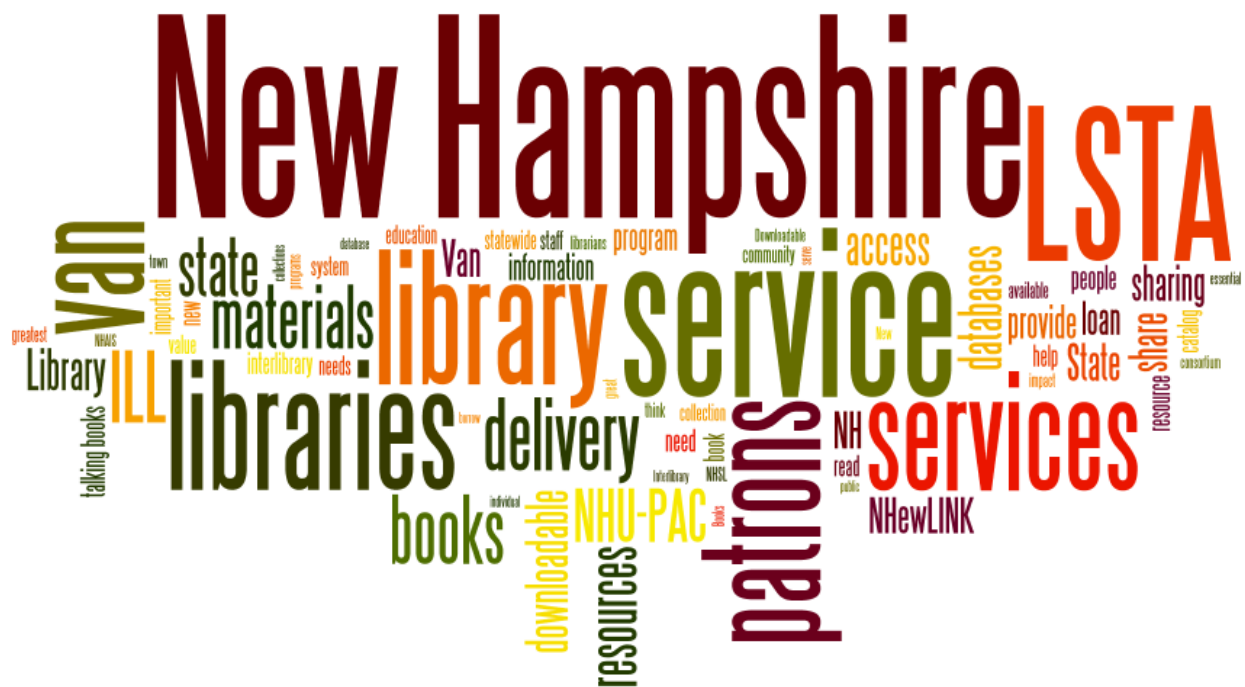


An Independent Evaluation
of
New Hampshire's Implementation of the
Library Services and Technology Act Grants to States
Program
2008 – 2012



Prepared by
Himmel & Wilson, Library Consultants
March, 2012



The Institute of Museum and Library Services is the primary source of federal support for the nation's 123,000 libraries and 17,500 museums. The Institute's mission is to create strong libraries and museums that connect people to information and ideas.

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Evaluation Summary

The period of time covered by the evaluation of New Hampshire's implementation of the Library Services and Technology Act (LSTA) Grants to States program (2008 – 2012) marks what has been arguably the most volatile period in the history of libraries in the United States. The sharp economic downturn combined with rapid technological advances and exceptionally high customer demands presented all state library administrative agencies (SLAAs) with a daunting challenge in their efforts to make progress. As this evaluation documents, New Hampshire has achieved a vast majority of the objectives that were outlined in its 2008 – 2012 LSTA Plan in spite of these difficult circumstances.

On October 9, 2007, just over one-week into Federal Fiscal Year (FFY) 2008, the Dow-Jones Industrial Average hit an all-time high of 14,164. By March of 2009, it had lost more than half of its value and closed at 6,547. As we all know, the factors leading to this collapse and the recession that followed have had profound and lasting effects on local, state and federal budgets. The New Hampshire State Library (NHSL), New Hampshire's SLAA, suffered staffing reductions of more than one-third (36.5%) between FFY 2008 and FFY 2010. This included a reduction of staff involved in Library Development from 4.69 full-time equivalents (FTE) to only 0.94 FTE.

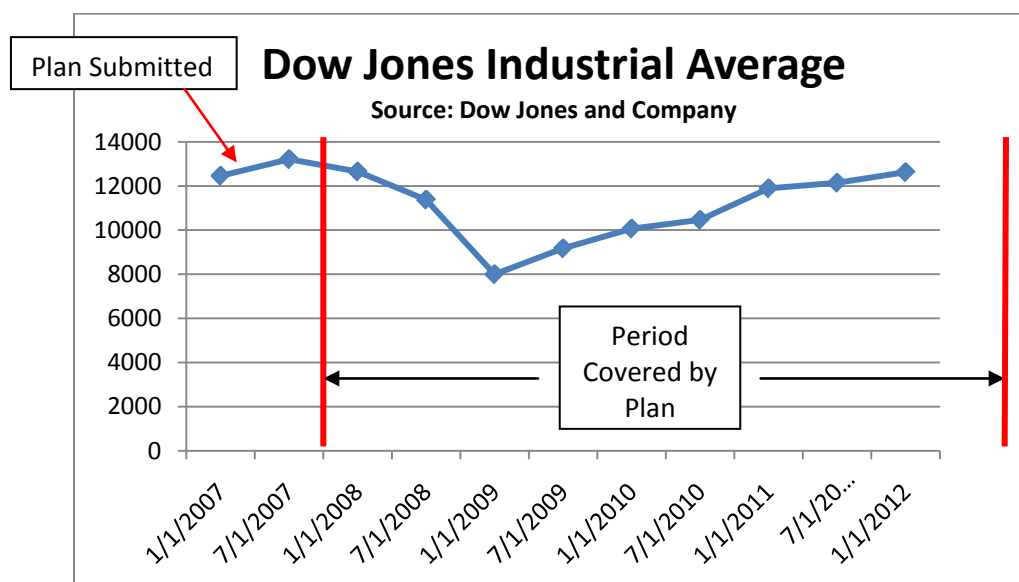


Chart 1
Dow Jones Industrial Average

Concurrent with these severe cuts in the state library agency's capacity, New Hampshire libraries of all types were presented with amazing opportunities. New technology products that directly impact the ways in which libraries deliver content to the public were bursting on the scene. Steve Jobs unveiled the first generation iPhone in January 2007 and the original Amazon Kindle was released in November of that year. The Barnes & Noble Nook was released in 2009; the original iPad went on sale in April 2010 and, in September 2011, the Nook broke the \$100 price barrier.

Simultaneously, increasing unemployment and cuts to social service agencies drove record numbers of people into libraries seeking everything from job retraining to a warm environment.

Fortunately, the employment picture in New Hampshire has been better than in most of the nation. Nevertheless, library staff have often been stretched even thinner than before by budget cuts and they have struggled to keep up with increased demands for both traditional and cutting-edge services. It is within this environment that the New Hampshire State Library and other SLAAs worked on realizing the goals they had set forth in their respective 2008 – 2012 LSTA Plans.

New Hampshire's 2008 – 2012 LSTA Plan included four goals and 14 specific "activities" that serve as the Plan's objectives. Following are the goals:

- **Goal 1: Utilize appropriate technology for statewide programs to improve access to information and ensure delivery of that information to the citizens of New Hampshire.**
- **Goal 2: Maintain and create partnerships to enhance outreach services to those who have difficulties or barriers in using libraries.**
- **Goal 3: Strengthen the capacity of New Hampshire library personnel to meet the technology needs of their patrons by providing training, education and consulting to New Hampshire library personnel in order that New Hampshire citizens may improve their information-seeking knowledge, skills and judgment.**
- **Goal 4: Implement a State Library preservation initiative that offers programs and services for preservation planning and disaster preparedness and recovery.**

In their response to the "self-assessment" survey conducted by the consultants, the New Hampshire State Library administration indicated that they believed they had met or surpassed Goals 1, 2 and 3 and that they were progressing toward achieving Goal 4. The consultants' assessment differs only slightly from NHSL's internal rating.

Goal	NHSL Self-Assessment	Consultants' Assessment
Goal 1	Met or Surpassed Goal	Met or Surpassed Goal
Goal 2	Progressing Toward Goal	Progressing Toward Goal
Goal 3	Met Goal	Progressing Toward Goal
Goal 4	Progressing toward Goal	Met Goal

Table 1

The New Hampshire State Library has clearly fulfilled 7 of the 14 activities that appear in their 2008 – 2012 Plan. In the case of two additional activities, which are nearly identical but because of different focuses (library management vs. continuing education), are repeated under two separate goals, NHSL has adjusted the stated strategy of using WebJunction as a tool and has essentially completely fulfilled one the activities and has partially fulfilled the other through the development of enhanced collaboration with the New Hampshire Library Association (NHLA). Another activity that was described in the Plan involved the establishment of a "speaker fund" to help defray training costs for libraries. Although this activity was not pursued, one of the stated strategies, the building of stronger alliances with other library organizations including NHLA and the regional cooperatives has been pursued to great advantage.

An activity that anticipated launching a web-based database of the Talking Book collection has not taken place in part because of a change in the management of that operation. While not actively pursuing this objective, NHSL is monitoring potential development of an open-source solution that will meet this need. Another objective related to improved branding and promotion of LSTA-funded activities has only been addressed marginally.

In the final analysis, NHSL has accomplished or made substantial progress on at least eight or nine of its 14 stated objectives and has made some progress on two or three others. Progress is lacking in regard to only two activities. Both are related in one way or another to continuing education/staff development. The first is an initiative that anticipated train-the-trainer efforts to equip New Hampshire library staff to serve Spanish speaking populations more effectively. A second involved training and outreach to encourage libraries to offer more in the way of assistive technologies. It is not surprising that these initiatives have fallen by the wayside given the fact that the Library Development section of NHSL has been all but eliminated and that the Talking Book section has also lost staff.

Following is a summary of progress by goal.

Goal 1: Utilize appropriate technology for statewide programs to improve access to information and ensure delivery of that information to the citizens of New Hampshire.

Major programs under Goal 1 include NHewLink (online databases), the New Hampshire Downloadable Consortium, and NHU-PAC (online union catalog). Together, these three programs account for more than a quarter (27.0%) of LSTA expenditures in FFY 2010. Both NHewLink and the Downloadable Consortium are highly valued by the library community and seen as programs that position libraries to succeed well into the future. NHewLink also provides a bridge between and among types of libraries because the databases are used in school libraries and by college and university students. While the platform used to support NHU-PAC is seen as being somewhat dated, the union catalog, nevertheless, is seen as essential in facilitating statewide resource sharing.

LSTA has also been important in helping the New Hampshire State Library move forward in capturing and providing access to “born digital” State of New Hampshire content. The evaluators believe that many other SLAAs with archival responsibilities may be interested in knowing more about how New Hampshire has dealt with this issue.

Only two of the activities described in the 2008 – 2012 Plan have not been pursued to date. As was already mentioned, New Hampshire has abandoned the use of WebJunction as a platform for improving library management and for continuing education. However, it has pursued some of the outcomes anticipated in this area through enhanced partnerships, particularly by strengthening its relationship with the New Hampshire Library Association.

The activity related to assistive technologies is also unfulfilled at this time. Some progress may be made in this area in the final years of implementation that are covered by the 2008 – 2012 Plan.

In summary, the New Hampshire State Library has used the LSTA funds directed toward Goal 1 activities well and is able to demonstrate significant outputs and some outcome-based progress. The New Hampshire State Library has met or surpassed most of its objectives under Goal 1.

Goal 2: Maintain and create partnerships to enhance outreach services to those who have difficulties or barriers in using libraries.

The New Hampshire State Library's success under Goal 2 is primarily associated with the Talking Books Service. This program has experienced a great deal of change in the period covered by this assessment. It has successfully transitioned from an analog to digital format for talking books and has introduced the Braille and Audio Reading Download (BARD) program. It has also seen its State Funding reduced (staffing cut by 20 hours per week) and has undergone a change in leadership. The evaluators believe that the data demonstrates that this program has endured against significant odds and that, under new leadership, is ready to make some significant strides in its visibility and in its outreach efforts.

There have been some disappointments in efforts to carry out the activities that appear in the 2008 – 2012 Plan under Goal 2. Efforts to improve the “branding” of LSTA funded initiatives have been meager. This is demonstrated by the fact that many focus group, survey, and interview participants were either unaware or misinformed about what was funded with LSTA dollars. Anticipated train-the-trainer efforts to help libraries serve Spanish-speaking populations fell by the wayside due to staffing reductions that included the elimination of the continuing education coordinator and the entire Library Development Unit. This cut also eliminated the North Country office in Lancaster.

In short, while there are a few bright spots in efforts directed toward Goal 2, the NHSL is, at best, still progressing toward meeting this Goal. The evaluators have rated Goal 2 as “progressing” primarily because the Talking Book Service seems well positioned to move forward in the near future.

Goal 3: Strengthen the capacity of New Hampshire library personnel to meet the technology needs of their patrons by providing training, education and consulting to New Hampshire library personnel in order that New Hampshire citizens may improve their information-seeking knowledge, skills and judgment.

The New Hampshire State Library's efforts to achieve Goal 3 have not unfolded exactly as described in the 2008 – 2012 LSTA Plan. Staff reductions and the abandonment of WebJunction as a primary staff development tool have impacted the ways in which NHSL has proceeded. Nevertheless, the evaluators believe that significant progress has been made by retaining focus on the intended objectives and adjusting the strategies used to accomplish them. In particular, engaging the New Hampshire Library Association as a partner in staff development has resulted in a successful staff development program with extremely limited resources.

It must also be mentioned that the library community greatly appreciates the Herculean efforts of the Technology Resources Librarian and the Youth Services Librarian. For all intents and purposes, these individuals now represent the NHSL's entire library development staffing complement. Both of these individuals wear several hats and, from all accounts, manage to fulfill all of their varied roles competently and in a timely fashion.

In summary, the consultants believe that the NHSL is progressing toward attaining this Goal against considerable odds. Most shortcomings are related more to failure on very specific objectives rather than to the achievement of the desired outcomes.

Goal 4: Implement a State Library preservation initiative that offers programs and services for preservation planning and disaster preparedness and recovery.

Only one activity was included in the 2008 – 2012 Plan under this Goal and it was successfully completed shortly after the implementation of the 2008 – 2012 Plan started. The evaluators believe that this Goal has been met. In their self-assessment, NHSL administrative staff expressed the opinion that they were still progressing toward this Goal. This is true in the sense that the training efforts were one-time events and have not continued.

Evaluation Report

Background

Audiences. This report is intended for use by several audiences:

- The U.S. Institute of Museum and Library Services (IMLS). IMLS called for this evaluation as part of the reporting requirements when it awarded Library Services and Technology Act funding to the New Hampshire State Library (NHSL) as required by Section 9134 of IMLS's authorizing legislation. That legislation directs state library administrative agencies (SLAAs) to "independently evaluate, and report to the [IMLS] Director regarding, the activities assisted under this subchapter, prior to the end of the five-year plan."
- State of New Hampshire elected officials and policy makers.
- The New Hampshire State Library, which requested the evaluation, in partial fulfillment of the requirements for receiving LSTA funding from IMLS.
- State Library Administrative Agency and local library staff, as well as state-level and local-level partners involved in designing, implementing, and assessing LSTA-supported projects.
- Recipients of services supported by LSTA funding at the state, regional, and local level. In New Hampshire recipients included patrons of local libraries of all types, library employees, and partner agencies.

Key Evaluation Questions. This evaluation attempts to answer key evaluation questions outlined by IMLS that are designed to address effective past practices; identify processes at work in implementing the activities in the plan including the use of performance-based measurements in planning, policy making and administration; and, to develop findings and recommendations for inclusion in the next five-year planning cycle.

Retrospective questions include:

1. Did the activities undertaken through the state's LSTA plan achieve results related to priorities identified in the Act?
2. To what extent were these results due to choices made in the selection of strategies?
3. To what extent did these results relate to subsequent implementation?
4. To what extent did programs and services benefit targeted individuals and groups?

Process questions include:

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

2. If modifications were made to the plan, how were performance metrics used in guiding those decisions?
3. How have performance metrics been used to guide policy and managerial decisions affecting the NHSL's LSTA -supported programs and services?
4. What have been important challenges to using outcome-based data to guide policy and managerial decisions over the past five years?

Prospective questions include:

1. How does the NHSL plan to share performance metrics and other evaluation-related information within and outside the agency to inform policy and administrative decisions over the next five years?
2. How can the performance data collected and analyzed to date be used to identify benchmarks in the upcoming five-year plan?
3. What key lessons has the agency learned about using outcome-based evaluation that other states could benefit from knowing? Include what worked and what should be changed.

Optionally, IMLS asked states to address three additional prospective questions to assist the states in jump starting their five-year planning process:

1. What are the major challenges and opportunities that the NHSL and its partners can address to make outcome-based data more useful to federal and state policy makers as well as other stakeholders?
2. Based on the findings from the evaluation, what recommendations does NHSL have for justifying the continuation, expansion, and/or adoption of promising programs in the next five-year plan?
3. Based on the findings from the evaluation, what recommendations does NHSL have for justifying potential cuts and/or elimination of programs in the next five-year plan?

Values and principles. As evaluators, Himmel & Wilson, Library Consultants embraces the “Guiding Principles for Evaluators” – systematic inquiry, competence, integrity/honesty, respect for people, and responsibilities for general and public welfare – adopted by the American Evaluation Association.

Methodology

Himmel & Wilson employed a variety of different methods to assess the progress that New Hampshire has made in pursuing its goals for the LSTA Grants to States program. The evaluation began with a reading of the State's 2008 – 2012 LSTA Plan and a review of the State Program Reports (SPRs) submitted to IMLS by NHSL. An initial one-day site visit was made to the NHSL offices in Concord, New Hampshire. During that visit, the consultants reviewed the 2008 – 2012 LSTA Plan with State Librarian Michael York and Administrator of Library Operations Janet Eklund. Telephone interviews were subsequently conducted with several key staff members who were unavailable at the time of the site visit. Included were:

- Donna Gilbreth, Reference & Information Services Section Supervisor (oversees van delivery)
- Mary Russell, New Hampshire Automated Information System (NHAIS) Services Section Supervisor
- Bobbi Slossar, Technology Resources Coordinator
- Ann Hoey, Youth Services Coordinator

Himmel and Wilson also used a multifaceted research protocol, including interviews with library community leaders, focus groups with library representatives from around the state and a web-

based survey targeting the broader New Hampshire library community. Individual tools are described below.

The strengths of the evaluation methodology derive from:

- Objective, external evaluators not associated with the state in any capacity.
- Varied approaches and tools, allowing analysis and comparison of program data collected by staff and quantitative survey results with comments from librarians and sometimes from end users.
- Credible data, including output and outcomes, thanks to strong efforts by the NHSL to identify desired outcomes and design and implement ongoing data collection methods.

Methodological weaknesses are associated with several factors:

- Ex post facto evaluation design, which only allowed for review of program data after the fact, resulting in inconsistent data in some areas and sometimes unrecoverable gaps in information.
- Difficulty in identifying trends, with only two full years of data available at the time of this evaluation.
- The online survey dissemination method did not allow collection of responses from a random sample of library staff (it was a self-selected sample)

Review of existing documents. The consultants conducted an extensive review of background documents, including the *LSTA Five-year Plan 2008-2012* and annual State Program Reports to IMLS for 2008 and 2009 (2010 report was not yet available at time of evaluation).

Interviews with key NHSL personnel. Consultants Bill Wilson and Ethel Himmel visited NHSL on September 12, 2011 and interviewed two NHSL staff members. Four additional staff members who were unavailable at the time of the site visit were subsequently interviewed via telephone. A list of individuals interviewed was provided above.

Web-based input on key questions from NHSL personnel. Himmel & Wilson created a web-based tool to solicit comments from the state library agency head and the LSTA Coordinator regarding the SLAA's performance in implementing their plan. The web-survey asked the key NHSL staff to provide a self-assessment of the agency's performance in pursuing each of the goals in their plan (little or no progress toward goal, progressing toward goal, met goal, surpassed goal). Respondents were also asked to indicate why they believed that assessment was accurate.

Respondents were also asked to respond to each of the key questions posed by IMLS. While only general information could be offered on the optional prospective questions, substantive input was received on the other questions that were applicable.

Focus groups. Evaluators Ethel Himmel and Bill Wilson conducted four focus group discussions in late October 2011. A session was held with members of the Carroll County Library Cooperative in Conway, one with the Nubanusit Library Association in Nelson, one with the Seacoast Cooperative in North Hampton, and one with the URBANS Section of the New Hampshire Library Association in Concord. A total of 45 people participated in the sessions. A summary of the focus groups is included as Appendix A. The focus group discussion guide is included as part of Appendix G. Notes from focus groups were analyzed using content analysis techniques recommended by Graham Gibbs¹. Coding sheets are included in Appendix F.

¹ Gibbs, Graham. *Analyzing Qualitative Data* (Los Angeles: SAGE Publications, 2007)

Interviews with key stakeholders. Consultants Ethel Himmel and Bill Wilson conducted telephone interviews with fourteen New Hampshire library leaders. Most of the interviews were conducted during the fourth week of November 2011. A summary of the interviews and a list of participants are attached as Appendix B; the interview guide for the interviews is included as part of Appendix G. Notes from interviews were analyzed using content analysis techniques recommended by Gibbs. Coding sheets are included in Appendix F.

Web-based survey. Himmel & Wilson hosted a web-based survey using SurveyGizmo. This software was selected because it is superior to SurveyMonkey both in its features and in its accessibility for individuals with special needs who may be using screen readers. An email containing an invitation to participate and a “hot-link” to the survey was distributed by the New Hampshire State Library using existing library email lists and listservs. Survey results are provided in Appendix C.

Qualitative methods. Evaluators included two qualitative methods – individual interview and focus group – in order to gain a more in-depth understanding of the context and descriptions from stakeholders about successes and challenges related to the projects undertaken. Qualitative methods excel at providing detailed descriptions of how individuals use a product or service and add information that helps evaluators understand the quantitative data included in usage statistics, surveys, etc. Because these qualitative methods involve individuals, they are susceptible to bias in selection of participants, as well as in interpretation. In order to minimize bias in analysis, Himmel & Wilson carefully designed open-ended questions that would not lead participants in interviews and focus groups and used standard content analysis techniques to guide analysis.

Development of evaluation report. Evaluation team member Sara Laughlin analyzed notes from focus groups and personal interviews using content analysis techniques. Team members Ethel Himmel and Bill Wilson collated and analyzed results from the web-based survey.

Laughlin, Himmel and Wilson reviewed other documents (both print and web-based) and State Program Reports. Laughlin synthesized the data and information collected and created a draft report in the format provided by IMLS in the “Guidelines for Five-Year Evaluation Report” document. Himmel and Wilson revised and added content to the draft report and shared it with State Librarian Michael York and Administrator of Library Operations Janet Eklund to make sure that it would fully meet the expectations of NHSL and comply with IMLS requirements. After incorporating feedback, they provided the resulting document to the NHSL in print and digital formats. Finally, the evaluators submitted the evaluation report in a format suitable for forwarding to IMLS.

Summary of Implementation Activity by LSTA Grants to States Priorities

In this section of the report, findings based on activities undertaken using FFY 2008 and 2009 funds are organized around each of the LSTA Grants to States priorities that is addressed in New Hampshire’s five-year plan (FFY 2010 data was not available until late in the evaluation process and is only marginally reflected in the following section). The New Hampshire 2008 – 2012 LSTA Plan addresses all six of the Grants to States priorities that were in place when the Plan was written. However, in most cases, individual programs and initiatives often address multiple LSTA Grants to States priorities rather than just one. The evaluators have placed each individual program under the priority that seems to be the most important in terms of impact. In fact, in most cases, a strong argument could be made to include the same program under two or more of the priority categories.

Findings

IMLS Retrospective Questions (Note: The questions raised by IMLS appear in the format shown below through the balance of the evaluation report.)

1. Did the activities undertaken through New Hampshire's LSTA plan achieved results, as outlined below in sections related to priorities identified in the Library Services and Technology Act?

YES. The following summary of activities serves to answer the first of the IMLS Retrospective Questions in the affirmative. Both New Hampshire's 2008 – 2012 LSTA Plan and the New Hampshire State Library's implementation of that Plan are closely aligned with the Grants to State priorities.

LSTA PRIORITY 1: Expanding services for lifelong learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages.

Two goals from the New Hampshire Plan are reported here: Goal 3 (Strengthen capacity of library staff to meet technology needs of patrons) and Goal 4 (Preservation initiative for planning and disaster preparedness and recovery).

Consulting/Library Development Services to New Hampshire Libraries. LSTA funding for Library Development Services, totaled \$ 162,989 in 2008 and \$230,984 in 2009. The resulting total of \$393,973 accounted for 16.6% of total LSTA expenditures during the two-year period.

At the time the LSTA Plan was written, professional consulting, continuing education, and training were provided through the State Library and two regional offices, each staffed by a single consultant. Consultants helped plan state conferences, entered data into Bibliostat Connect, and reduced non-responding libraries from 24 to 3. Staff also coordinated nomination and selection of two children's book awards. However, the regional offices were eliminated when the Library Development unit was dissolved.

In 2009, New Hampshire joined the national Collaborative Summer Library Program (CSLP); 160 of 165 New Hampshire public libraries that offered a summer reading program used it; 20,206 children participated.

Funding shortfalls in 2009 forced the closure of the Library Development Services section, resulting in the loss of the continuing education consultant position. Duties were divided among the Administrator of Library Operations, Electronic Resources Coordinator, and Youth Services Coordinator. The North Country office was closed in 2009 after the single employee left and remaining funds were shifted to electronic resources.

Continuing education strategies included State Library staff participating in planning conferences, arranging workshops and securing training funding from the State Library to support speakers for cooperative workshops.

Through New Hampshire's participation as a state partner with WebJunction, the State Library's goal was for staff to better manage libraries, build technology, and serve patrons (see also LSTA PRIORITY 1).

The NHSL was an early participant in WebJunction and organized a number of initiatives around the WebJunction platform. However, a lack of enthusiasm and minimal participation by

the library community caused the SLAA to reconsider this strategy. While the NHSL continued to pursue the desired outcomes expressed in their Plan, they did not do so using WebJunction.

Consulting services. Consulting services ranked sixth of eight services included in the online survey in question 1 about positive impact on their own libraries, with 43.2% of respondents rating the impact high or very high; in question 3 about positive impact on statewide library services, where the rating was 58.7%; and in the number of responses to open-ended question 6, about potential for improving New Hampshire libraries.

"We seriously miss having a library consultant here in the North Country especially since we are so far from the rest of the state and the State Library."

"... The state consulting services have allowed me to offer the very best services with as wide a variety to our community as possible, and to do this right. My most recent consultation regarded setting up a database and making it accessible to our patrons without violating terms of the in-library use contract."

"The consulting services – including using new technology, collection development, grant funding help, and the listservs for communication – all provide a valuable knowledge base for librarians working in small libraries..."

In an interview, a librarian noted that consultants focused on the small libraries and used the larger libraries as resources.

"You can ask any question about running the library and someone will help... I just know I can call the State Library."

Most of the focus group and interview comments related to consulting were related to the work of the Electronic Resources Coordinator, who developed the downloadable initiative, conducted training, and was available for one-on-one consultation. They were clear that the support they received from her was critically important, and suggested adding staff in this area.

"Biggest improvement was getting the technology librarian. She's a wonderful resource and keeps us abreast of what's going on. It's a huge help."

"[Electronic Resources Coordinator] comes often and meets one-on-one with me. When downloadables were new, she trained me, then my staff and the public. Same was true with e-books and the website. We have her here at least once a year."

"Must have the technology librarian. Maybe add another person for that service."

The Youth Services Coordinator was also praised.

"[Youth Services Coordinator] is wonderful for children's services. We no longer have a local children's librarian. Ours resigned and we didn't fill the position."

"Summer reading. [Youth Services Coordinator] is helpful with that."

"The youth services person makes a difference."

In phone interviews, participants noted that consulting services had been reduced and the impact felt by libraries.

"My impression is that positions have been eliminated. In the past we used their services to address space issues and to work with Board members (especially when I began the job). I think those remaining staff are overworked, so I try not to use them."

“As funding has been cut at the State Library, consultants other than the technology person have gone to the side... It’s sad for small libraries like us...”

Continuing education. In ratings of current services, continuing education ranked fifth among respondents to the online survey, with 70.1% of respondents rating it “very high impact or “high impact” on their own libraries and 78.2% giving rating it high or very high impact statewide (see the survey in Appendix F and summary of coding used in qualitative analyses In Appendix E).

In the survey, focus groups, and interviews, librarians in New Hampshire spoke positively about continuing education by State Library staff employed under this project.

“Continuing education has a positive impact on our ability to assist our patrons effectively.”

“We... rely largely on NHSL continuing education for affordable staff development.”

“Training through continuing education programs is essential in this wildly changing world – and we all count on the State Library to provide it.”

“Consulting and professional development really brings librarians together. As someone who has worked outside of New Hampshire... I feel as though the commitment to the professional side of the NH libraries needs to be taken to a higher level... my fellow librarians and I need more professional resources and training than is available.”

In open-ended comments in response to question 6 on the survey, which asked which programs had the greatest potential for improving library services in the state, respondents rated continuing education second only to downloadables and other innovative services.

“Continuing education opportunities do have the greatest potential for improving library services in the state. Many libraries have experienced moderate to severe budget cuts, and one of the first things to go is money for professional development. With so many rapid changes in technology occurring daily, we need the State Library to help us stay current. It is impossible and financially imprudent for individual libraries to try and stay current in a vacuum. We need this service from the state library so that librarians can help their patrons navigate all of the different information channels available.”

In focus groups and interviews, there was little mention of continuing education. The evaluators believe that this was at least in part due to the fact that the van delivery service is seen as an essential service and potential changes were under consideration.

Collection Development and Preservation. LSTA funding for Collection Development and Preservation totaled \$116,998 in 2008 and 2009, 4.9% of the total.

In 2008, the State Library experienced a cut in state funding of all but \$11,540 in the materials budget. As a result, the State Library cancelled \$10,008 in periodical subscriptions and \$26,715 in standing orders, plus total supplies and equipment budget and substituted \$59,854 in LSTA funding for high-priority standing orders, NH newspaper subscriptions and monographs, preservation housing supplies, rebinding, annual storage fees, microfilming, and salary of a part-time cataloger.

In 2009, a 10% cut in the State Library’s budget resulted in standing orders for subscriptions being reduced from 75 to 45. That year, the state budget was \$11,485; LSTA contributed \$47,533 for collection support and \$4,860 for preservation supplies, a total of \$52,393. The State Library reported that it was not possible to perform preservation or to microfilm documents, but they did add the Ancestry.com genealogy database.

In the online survey, respondents rated collection development and preservation efforts at the State Library seventh of eight services, with 38.4% rating it high or very high impact on services

in their own libraries and 44.8% saying it had high or very high impact on library services statewide. Perhaps not surprisingly, there was only one comment about this service in one of the focus groups:

“I don’t see the impact of preservation.”

Family Resource Connection. LSTA funding for Family Resource Connection programs totaled \$25,937 in 2008 and 2009, 1.1% of total funding.

The program is a collaborative effort with New Hampshire Department of Health and Human Services and Department of Education/Bureau of Special Education and the State Library and it provides resources for children with special needs.

Outputs for 2008 and 2009 are summarized in Table 2. In 2008, the Family Resource Center distributed 3,000 “First Five Years” brochures to parents, caregivers, and professionals, supplied 18 Curriculum Kits, which were borrowed 104 times, and produced a Family & Child Development Calendar. In 2009, one of the two librarians staffing the Family Resource Center died in a fatal automobile accident; the position was not filled, since funding for the future was uncertain.

Table 2: Family Resource Connection Usage, 2008-2009			
	2008	2009	Percent Change
Requests for information filled	2,500	2,435	(2.6%)
Journal Alert Service: Participants	174	168	(3.4%)

One focus group participant and a librarian in an interview commented on the Family Resource Center:

“Small libraries can’t collect all those things, and the State Library will mail things from that collection to us.”

Kids, Books and the Arts. LSTA funding for Kids, Books and the Arts totaled \$10,142 in 2008 and 2009, 0.4% of the total available. While this program does not appear as a separate program for FFY 2010, support continues as part of “Youth Services Library Development.” A number of partners have also contributed to this program. In 2008, matching funds totaled \$12,754 and in 2009, private support totaled \$13,516 from five funders: Bryne Foundation, Cogswell Benevolent Trust, New Hampshire Library Association, Paul O. Sidore Memorial Foundation, and Children’s Librarians of New Hampshire.

Kids, Books and the Arts is a cooperative project of the New Hampshire State Library and the Children’s Librarians of New Hampshire (CHILIS), supported with grant funding from private foundations, to assist public libraries in promoting summer reading through interactive learning experiences.

In 2008, planners selected 10 talented musicians, storytellers, puppeteers, and magicians and awarded grants to libraries to support their performances during summer.

Outputs, showing participation by libraries and children and their families, are summarized in Table 3.

Table 3: Kids, Books and the Arts Participation, 2008-2009			
	<i>FFY 2008 funding (2009 activity)</i>	<i>FFY 2009 funding (2010 activity)</i>	<i>Percent Change</i>
Public libraries participating	55	61	10.9%
Children/families attending	4,975	3,939	(20.82%)

In phone interviews with New Hampshire librarians, the summer reading program was mentioned by five individuals. One talked about the funding partnership:

“Summer performers are funded by the State Library. That makes the summer reading affordable for local libraries. It’s a great resource.”

LSTA PRIORITY 2: Developing library services that provide all users access to information through local, state, regional, national and international library networks.

Electronic and Technology Services/Statewide Database Licensing. LSTA funding for Database and Technology Services totaled \$595,916 in 2008 and 2009, 25.0% of the total funds available in those two years. In 2008, the New Hampshire Legislature appropriated \$210,000 in state funds for NHewLink; in 2009, the State Legislature’s contribution was reduced to \$50,000. As an emergency fix, the State Library raised \$60,834 from 66 school districts after the reduction from the State Legislature threatened to end access to NHewLink databases for schools. As a result, schools maintained access to a majority of the databases.

In this category, the evaluators included NHewLink (the statewide suite of online information databases) and downloadable audiobooks, since funding for the two was combined in 2008 but split apart in 2009.

- **NHewLink.** NHewLink is the statewide suite of online information databases, available to citizens through all public libraries, public schools, and other New Hampshire Automated Information System (NHAIS) members from six vendors: Biography Resource Center, EBSCOhost Research Databases, NewsBank, Ancestry Library Edition, HeritageQuest Online and OCLC WorldCat. The State Library’s Electronic Services Coordinator provides database support and training, assists with technology planning for New Hampshire public libraries, presents electronic literacy workshops on a wide variety of topics, and offers consulting and troubleshooting support.

In 2008 and 2009, LSTA funding supported the salary and benefits for Electronic Services Coordinator who provided technical support (5-10 calls and e-mails/day) and training (44 workshops, 204 participants), and assisted with public library technology planning.

In 2008, 453 libraries participated in NHewLink. In 2009, this number increased to 467 libraries, an increase of 3.1% in participation.

Table 4: NHewLink Participation and Usage, 2008-2009			
	2008	2009	Percent Change
Libraries participating in NHewLink (132 public, 202 public school, 23 special libraries)	453	467	3.1%
Database training sessions at State Library and elsewhere, individual consultations,	5	3	(40.0%)
Participants in database training, consultations, presentations	50	20	19.9%
EBSCOhost	3,090,000	3,100,000	29.2%

In the online survey, respondents ranked statewide database licenses fourth of eight services, giving them a 74.8% high or very high impact rating in impact on their own libraries and 78.9% high or very high impact on statewide library services. Asked which services offered greatest value to patrons (question 6), one respondent chose van service, but then added:

"... Only because it has higher use by more of our patrons than the database. The database is critical as well, but not as extensively used."

The databases ranked third, below downloadables and continuing education, as programs with potential for improving library service, in question 6:

"Sharing electronic resources has allowed even the smallest libraries to offer current research information to patrons that they would never have had using the few outdated print resources that they could afford."

Participants in the focus groups and phone interviews also ranked NHewLink databases in the top half among eight programs with greatest impact on their libraries – fourth in focus groups following courier delivery, interlibrary loan, and downloadable in focus groups, and first among library leaders interviewed.

"Databases are a steady set of basic services that free up money for other things. They also impact space needs. Reference is getting smaller and there is no need to keep back issues of periodicals since the databases became available. The package also means we can offer academic journals because they're bundled in with the statewide databases."

"Databases are important in schools in addition to interlibrary loan."

"Homeschoolers are important in my library, and they use the databases."

Budget cuts have forced some cut-backs in databases licensed by the State Library, and interview comments reflected what that means to local libraries.

"Databases. We're slowly losing those because of budget cuts. I can't afford to replace them."

Although the librarians recognize the power of the databases, several acknowledged that they weren't used as much by patrons as they might be and suggested it might be because they need to teach how to use them and because of patron's necessity of authenticating before using them remotely.

"People might use databases if I promoted it. I've done a poor job of promoting them."

“The EBSCO databases are used when I do the searching, but you have to have a special code to get in.”

“The databases are very important in Conway, but most people don’t understand what’s there. It creates a teachable moment! I use Novelist, teach staff how to use it, and then they can help patrons better.”

“Databases are valuable, but not heavily used here.”

When a participant in one of the focus groups said that databases were a lower priority than the courier delivery, three others agreed.

In addition to the databases licensed by the State Library, interviewees also appreciated the group purchasing that allowed them to license additional databases at reduced pricing.

Downloadable Audiobooks. LSTA funding for the Downloadable Audiobooks program is included in the summary for Electronic and Technology Services above. (In 2009, funding for Downloadable Consortium was separated from the Electronic and Technology Services program and became a separate program, funding at \$83,276.) In 2008, Downloadable Consortium Libraries contributed \$92,190 in local funds; in 2009, they contributed \$92,180.

The State Library manages the Downloadable Consortium, whose member libraries’ patrons have access to content through their libraries.

The State Library’s desired outcome for this program was a 50% increase in membership (behavior). Table 5 shows that membership increased, but not by the desired percentage.

Table 5: Downloadable Consortium Participation and Usage, 2008-2009			
	2008	2009	Percent Change
Consortium member libraries at beginning of year	122	141	15.6%
New Consortium members joining	19	19	-
Consortium member libraries leaving	0	0	-
Total members at end of year	141	160	13.5%
Circulation	111,853	163,596	46.3%

In the online survey, innovative projects, including downloadable books, ranked third, with 83.7% rating this service high or very high in impact on their individual libraries and 90.3% rating the service high or very high in impact on statewide library services. In open-ended responses to question 5, respondents rated downloadables fourth, behind courier delivery, interlibrary loan, and statewide databases.

In question 6, where they were asked to identify programs with the greatest potential for improving library services, the downloadable program was mentioned more than any other, and comments confirm that libraries expect it to be essential to their future success:

“Downloadable books – people want them and we need to have them.”

“... At some point, van delivery won’t be necessary, as we’ll all be downloading our reading materials. (Personally, I can’t wait!) Ebooks and audiobooks are too expensive for individual purchases and they are the wave of the future.”

“NHSL’s ongoing development of e-resources such as NHDB/ebooks and database licenses, either as direct services or on a consortium model, not only allows a more even access to these expensive resources for libraries, it allows all those participating to begin

serving a whole new segment of our communities – the “non-traditional” library user. These are the library patrons who get library cards and either because of time, mobility, or just inclination, prefer to access their library services online... Not only are we able to provide information services to these “unseen” patrons, but we also now become valuable to them, increasing our value to, and ultimately our leverage for budget dollars in our individual communities.”

Focus group and phone interview participants rated this program third in impact, after interlibrary loan and courier delivery, and praised the State Library for introducing downloadables to their patrons.

“...downloadables, NHU-PAC, van – if we lose any of that we couldn’t provide those services. There’s no money.”

“...downloadable circulation was bigger than branch use last year.”

“Downloadables have brought new people in.”

“...downloadables are where it’s at now; need to increase this one.”

Digital assets management solution. LSTA funding in 2009 totaled \$23,568, 1.0% of the total for 2008 and 2009; no matching contributions were documented.

Through this program, the State Library proposed to achieve three outcomes:

1. NH state library staff will demonstrate knowledge of new technology available for archiving and delivering digital library services. (knowledge, skill)

In 2009 the State Library acquired a license to ArchivalWare for acquisition, access, and archiving of digital state documents and received documents from 33 of 53 (primarily executive branch) state agencies, including annual reports, maps, periodicals, handbooks, manuals, and guides. Staff added 3,937 documents this year. They began creating MARC records to add to the statewide union catalog.

NH union public access catalog (NHU-PAC). LSTA funding in 2008 and 2009 totaled \$548,748, 23.1% of the total for available for the two years.

The New Hampshire State Legislature created the New Hampshire Automated Information System in 1983. NHU-PAC, the statewide catalog through which libraries locate and borrow materials runs on Sirsi-Dynix software.

In 2009, two schools and one special library contributed records to NHU-PAC, while five government libraries ended membership (Table 6). The new NHAIS coordinator worked to improve communications and researched open source solutions.

Table 6: NHU-PAC Participation and Usage, 2008-2009			
	2008	2009	Percent Change
Libraries contributing records	475	473	(0.4%)
Libraries participating in interlibrary loan	285	280	(1.8%)
NHU-PAC classes for librarians	18	9	(50.0%)
Participants in NHU-PAC classes	152	102	(32.9%)
Help desk inquiries	609	680	11.7%
Bibliographic records	1,911,415	1,988,844	4.1%
Item records	5,919,549	6,211,040	4.9%
Interlibrary loans through NHAIS	115,315	122,169	5.9%

In the online survey, respondents ranked the union catalog second in importance to their own libraries (96.3% high or very high impact in question 1) and to statewide library services (94.9% high or very high impact in question 3), behind courier delivery. Comments suggest that librarians consider courier service and the union catalog to be pieces of the same valuable interlibrary loan system:

"NHU-PAC and the van system are our life's blood."

"ILL van services are used on a daily basis here. We don't have nearly the money necessary to buy all the books that our patrons wish to read. Sharing, via ILL, makes our budget as strong as every participating library's budgets combined."

"...NHAIS/NHU-PAC and the van together impact every single library in the state in a positive manner and improve service at all levels."

In open-ended question 5, where they were asked to identify services of greatest value to library patrons, they again wrote about the union catalog and interlibrary loan and courier delivery more than any other service. Their comments confirm that these services bring direct value to their patrons on a daily or weekly basis and are essential to their continued ability to provide service:

"Van delivery has had a huge impact. We send out more than 2,500 items a year to other libraries. 20% of our patrons have requested items to be delivered to us... in the last year. We could not have honored those requests without the van service. NHU-PAC is the backbone of the system, enabling us to locate items we need for our patrons. We and our patrons utilize NHU-PAC repeatedly every day. I am getting more and more requests for items from other libraries because our patrons are now checking NHU-PAC themselves."

"Our library is very small and the interlibrary loan and book delivery van system is crucial to our being able to keep up with the demand of our patrons. If it wasn't for the van system, we would lose a lot of our patrons."

In open-ended question 6, when they were asked to write about which services had greatest potential for improving library services, however, the union catalog and delivery elicited fewer comments than downloadables and continuing education, perhaps because respondents feel that in an increasingly digital environment, physical sharing of materials will become less important:

"... Our 2011 statistics speak for themselves – van and interlibrary loan service items sent: 2,138; items received 2,219; downloadable books usage: 2,409."

In focus groups and phone interviews, NHAIS and the interlibrary loan it supports was ranked number two in impact on New Hampshire libraries. Focus group attendees described its value in finding and borrowing materials for their patrons:

"We have a small collection and need interlibrary loan. The union catalog lets me know what others have."

"We use NHU-PAC every day."

"It makes us look good."

"Kids in our district use NHAIS. They're familiar with looking things up..."

"ILL has increased. We have to keep it going."

Even small libraries also lend materials:

"A large library will have one copy, but they serve more people. I serve a smaller population, so my single copy may be available."

They also talked about how they use it for cataloging:

"The automation system is very important, crucial. It helps with cataloging..."

"I'm a cataloger and use the union catalog to get records. That saves us a lot of money."

There is concern that the technology running the catalog is out of date:

"NHAIS is past its useful life, but we still use it every day."

"[I] would like a stronger catalog that interfaced with libraries with online catalogs. That would make ILL more efficient. The ILL is antiquated now..."

Courier Delivery

Usage of statewide delivery increased between 2008 and 2009 (Table 7).

Table 7: Courier Delivery Participation and Usage, 2008-2009			
	2008	2009	Percent Change
Libraries participating	307	314	2.3%
Interlibrary loan items delivered	304,718	380,260	24.8%
GMILCS	114,941	141,492	23.1%
TOTAL	419,659	521,752	24.33%

In 2008, the courier service supported delivery of 221 "Book Bags" to 82 libraries and other groups for discussion groups sponsored by the New Hampshire Humanities Council. Twenty-two titles were added to the 522 already in the collection, bringing the total copies to 18,086.

Every local library participating in NHAIS received delivery at least once a week with some libraries receiving up to five-days-per-week delivery.

Courier delivery ranked first in the online survey in impact on the respondents' libraries (98.7% high or very high in question 1) and in statewide impact (99.4% high or very high). It also elicited the most comments in open-ended question 5, in which respondents nominated services for their value to patrons. Their comments usually linked it with the union catalog in providing interlibrary loan:

"In our library, the service that impacts patrons the most is the van service."

"Van and union catalog. Changes our collection from smallish to almost unlimited."

In question 6, they rated courier delivery and union catalog below downloadables, continuing education and statewide databases, suggesting that they believe physical delivery will give way to electronic access in the future.

Participants in focus groups and telephone interviews rated courier delivery at the top of the list of services with significant impact on their libraries.

"If we have to pay ILL postage, we'd be borrowing and lending less."

"ILL and van go together. That's how we distribute materials in New Hampshire. We've been trying to educate legislators that van delivery is efficient and cost effective - \$.44 per item versus \$3.00 for postage alone. I don't think we could do ILL without the vans."

"11% of our circulation comes through delivery. We couldn't purchase some of the materials people need."

"The van is crucial. We have created open requests through GMILCS. Our patrons can put a request in online for materials... Circulation has increased each year because of that."

"I don't have the money to buy or the space to put more things, even though 1,600 people borrowed from elsewhere last year."

LSTA PRIORITY 3: Providing electronic and other linkages among and between all types of libraries.

New Hampshire State Library's Plan for Service 2008-2012 categorizes activities in this area under LSTA Priority 2.

LSTA PRIORITY 4: Developing public and private partnerships with other agencies and community-based organizations.

Projects funded under New Hampshire State Library's 2008 – 2012 LSTA Plan do not specifically list this LSTA Priority; however partnering is a key strategy of the New Hampshire Plan and there are many evidences that this is, in fact, a strength in New Hampshire's implementation of the LSTA Grants to States program. Please see LSTA Priority 1 for detailed descriptions of the partnerships for the Family Resource Connection, for Kids, Books and the Arts, and with the New Hampshire Library Association for training and collection development. See also LSTA Priority 2, for partnerships that support Technology Services and Database Licensing.

LSTA PRIORITY 5: Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills.

New Hampshire State Library's Plan for Service 2008-2012 does not specifically list the LSTA Priority. However, several of the activities that NHSL has categorized under LSTA Priority 6 appear to fit better under LSTA Priority 5. Included are Talking Book Services and Leadership and Training for Assistive Technologies.

One activity included in the 2008 – 2012 Plan that has not been pursued also fits in this category. Staffing reductions have made it impossible to follow through on efforts to conduct training aimed at improving the ability of New Hampshire library staff to serve the State's Spanish-speaking population.

LSTA PRIORITY 6: Targeting Library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children from families with incomes below the poverty line.

Leadership and training for assistive technologies for patrons with disabilities. This activity has not been pursued to date.

Talking Books. LSTA funding for Talking Books Services totaled \$290,057 in 2008 and 2009, 12.2% of the total available. LSTA funding directed toward this program increased in 2010 to \$184,274.

The State Library continued Talking Books service for people with vision impairments and physical disabilities. Participation and usage of the service for the two years is detailed in Table 8. While the number of participants remained relatively steady, overall circulation increased 13.2%, due to the growing use of downloadable materials and the popularity of the new digital format.

In 2008 and 2009, Talking Books staff exhibited at conferences, trade shows, and wellness fairs, important activities since the turnover rate of participants is high. In 2009, they focused on demonstrating new digital talking book machines from the National Library Service, as part of “a new vision of service for low vision readers.”

In both years, staff also served on the New Hampshire Association for the Blind’s Client Services Committee and the New Hampshire Department of Education/Division of Adult Learning and Rehabilitation/Services to Blind and Visually Impaired Advisory Committee.

Table 8: Talking Books Participation and Usage, 2008-2009

	2008	2009	Percent Change
Participants (adults and children) at beginning of year	2,513	2,253	(10.3%)
Items circulated (not including audiobook downloads)	124,809	121,998	(2.3%)
Items downloaded	966	20,420	2013.9%
Total circulation	125,775	142,318	13.2%
Deposit collections (nursing homes, hospitals, veterans’ facilities, senior centers, schools)	60	159	165.0%

Outcomes for this service included in the State Plan were:

1. People with vision impairment and physical disabilities notice improved service (awareness).
2. Patrons of talking books service are able to self-select materials (behavior).
3. State Library has implemented digital technology from National Library Service (behavior).

Evidence of progress toward outcomes 1 and 3 is clear. Downloaded content soared in 2009.

In the online survey, Talking Books ranked last in impact on the respondents’ individual libraries (20.7% high or very high in question 1) and in impact on statewide library services (36.3% high or very high). The higher ranking for statewide impact suggests respondents were in favor of the service in the abstract, but it is not a major component of their daily interactions. The few comments in open-ended questions 2, 4, and 5 confirm:

“I have had two patrons who used Talking Books services extensively.”

“Libraries throughout New Hampshire need the van service, NHU-PAC, the online databases, and the Talking Books service in order to equally serve all the residents of the state.”

The Talking Books program generated significant discussion among participants at focus groups and in phone interviews, with about half of the comments supportive.

"Talking Books is important to my father, even in my small community. And they've changed to the new format."

"Special needs – yes, Talking Books. I've sent people in that direction and they're grateful."

Many of the comments suggest that details of Talking Books service are not well known among the general library community in New Hampshire.

"Talking Books... don't really know; don't know how many people are using that service."

"Talking Books are great, but minimally used; would appreciate knowing who in our area is using the service."

Others seemed to make a judgment of the importance of Talking Books based on the number of individuals using it compared with the cost.

"Lower priorities for my patrons would be the... Talking Books."

"... the least used is service to [people with] disabilities/LBPH."

"... Maybe look at the relationship between the amount spent and the value received on Talking Books."

Two mentioned that their own audio book collections were adequate to meet local needs.

"We don't use Talking Books much, but people who use the service like it. We have a large audio book collection."

Others suggested that e-readers and other new technology would be an improvement.

"Some participants have thought the process unwieldy – equipment and the lack of current materials."

"Service to people with disabilities is changing with new technologies, e-readers, for example. These devices are more than just toys. Think of those with low vision, dyslexic, rheumatoid arthritis."

A comment from one user included in the 2009 state report confirms the positive impact the new technology had:

"My life has changed since I discovered BARD. I resisted a technological change as most of us oldies do, but boy oh boy was I wrong... To make a long story short, with help from a computer angel friend and Joan, (my BARD angel), my life has really changed. For the first time since I lost most of my sight, I have a level of independence that I have been missing. Today, after one lesson and many calls with Joan, I shopped for books. I browsed BARD, downloaded nine books, all to suit whatever my mood. I did not feel deprived or depressed. I felt empowered! I could shop for books again on my own time and in my home. Now if I wake up at three in the morning when the office is closed, no problem!"

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

The strategies that the New Hampshire State Library has employed in using their LSTA Grants to States funds have been consistent. While dollar amounts for various programs and the categories under which various initiatives have changed a bit (offering greater clarity in how funds are being allocated), New Hampshire's primary strategy has been to concentrate its LSTA funds on statewide initiatives.

New Hampshire is described in the 2008 – 2012 LSTA Plan as well-educated, relatively affluent, rural and safe. It is also described as being fiscally conservative with a strong local control ethos regarding funding. There is no direct State aid to the 232 public libraries. There has been State funding for NHewLink, the statewide suite of information databases, but this funding was reduced from \$260,000 to \$50,000 in 2009. Strategies chosen by the New Hampshire State Library include:

State-delivered programs. The State Library retains a strong, centralized role in delivering LSTA-funded services. The following services accounted for 77% of total LSTA expenditures in 2008 and 2009; in a few cases, substantial funding was also contributed by libraries.

- Materials resource sharing components – NHAIS, NHU-PAC, and courier delivery (35%). Individual libraries contributed records to NHU-PAC, but made no financial contribution to courier delivery costs.
- Digital resource sharing components – NHewLink databases and downloadable resources (25%). New Hampshire's State Legislature appropriated \$210,000 in state funds for NHewLink in 2008; in 2009, this appropriation was reduced to \$50,000. As an emergency measure, the State Library turned to individual school districts and managed to raise \$60,834 to continue the databases that were deemed most vital to the K-12 education community. In 2008, Downloadable Consortium Libraries contributed \$92,190 in local funds for licensing of downloadable content; in 2009, they contributed \$92,180. The role of LSTA funding for the downloadable program has been to provide seed money and to facilitate sharing through local participation in the consortium.
- Continuing education and consulting services for technology and children and youth (17%). In 2008-2009, matching funds for summer reading from private foundations totaled \$26,070. The New Hampshire State Library and the New Hampshire Library Association collaborated on a pair of important projects. The first was a mobile computer lab. The NHSL and NHLA shared the total cost of \$ 4,370. The second area in which NHLA has assisted the State Library is related to professional materials. In 2011 NHLA provided \$ 2,722 for the purchase of materials for the NHSL professional collection.
- The Family Resource Center, a partnership with other agencies, served as a statewide clearinghouse for information for families and agencies working with children with special needs. Unfortunately, this program, which was started as a multi-department collaboration, is now being supported primarily with funds from the NH Department of Health and Human Services. The program is a shadow of its former self and its future is unclear.

Most New Hampshire public libraries are quite dependent on the State Library. During the two years for which a full accounting of LSTA expenditures was available for this evaluation, the State Library took several steps to move libraries toward greater independence. Examples include seeking matching funding from school districts to reverse cuts in the state budget for databases and structuring the Downloadable Consortium as one in which participating libraries bear the primary financial responsibility.

Direct services for those with disabilities. LSTA expenditures for Talking Books totaled \$290,057 in 2008 and 2009 – 12.2% of the funds available. Funding for this program in 2010 totaled \$184,274 continuing an upward trend as State support for the program has dwindled. The State Library has employed traditional strategies of one-on-one assistance to talking book users as it transitioned from being a cassette-based program to using the new digital flash media and digital players. However, it has now also introduced downloadable books available through the Braille and Audio Reading (BARD) program with promising results. Long term, the “self-service” implications of the downloadable service and less

dependence on physical media may fundamentally change the way in which this service is structured.

- Partnerships. New Hampshire has consistently done a good job of seeking and securing funds from both public and private partners. Some of the results of these efforts were reported earlier under LSTA Priorities 1 and 2. In 2008 and 2009, these partnerships leveraged \$659,065 from State, local, and private sources to match LSTA funding – an addition of \$0.28 for every \$1.00 of LSTA funds invested.
- State Library programs. Some funding has been allocated to maintain resources and services at the State Library. Collection development, preservation and digital archiving have received support. Although these programs accounted for a relatively small proportion of total expenditures (5.9%), the State Library increased its dependence on LSTA funding during this two-year period for activities that seem to be more appropriate as a State responsibility on an ongoing basis.

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

Due to state budget cuts, retirement, and other factors, the State Library experienced drastic staff and funding losses since the beginning of the assessment period. Many of these cuts have already been detailed. In spite of this, State Program Reports to IMLS also document some process improvements. Work on improving the management and access of “born digital” resources and improvements in management of equipment and materials in Talking Book Services unit are examples.

State Program Reports from 2008 and 2009 include abundant description of inputs – staff hours spent, staffing changes as well as some output measures. Although some outcomes were clearly articulated in the state plan, few outcomes were reported for FFY 2008 and 2009. However, real improvement in reporting outcomes is evident in FFY 2010. It would appear that New Hampshire has turned the corner in heading toward the evaluation of its progress using outcomes. The evaluators have suggested some additional steps (tracking changes in attitude, knowledge, skill, behavior, or condition) to assist New Hampshire State Library planners in further articulating and then measuring and documenting these outcomes.

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

As was stated above, despite well-designed outcomes statements in the 2008 - 2012 Plan, there was a lack of outcome-based evidence of the impact of many programs. However, for FFY 2010, the NHSL had some real success in assessing outcomes for programs such as the Downloadable Consortium.

The web-based survey, focus groups and interviews, coupled with output statistics, makes it apparent that courier delivery and NHU-PAC union catalog that support interlibrary loan, statewide database licenses and the state’s leadership in seeding the Downloadable Consortium are highly valued by librarians. Participants in the focus groups, survey and interviews made it clear that these LSTA services allow their libraries the opportunity to offer a level of service that would otherwise be impossible, thereby improving the perception of their libraries among their patrons, and create efficiencies and save money for their libraries.

LSTA-funded continuing education is also highly valued among librarians in New Hampshire. There is less support in these groups for formal consulting assistance; however, there was frequent praise for both the technology specialist and the youth specialist who fill these roles along with their many other duties.

The Talking Book program elicited few positive comments but received few negative comments as well. This is likely because the service is “once-removed” from the majority of participants in the focus groups, survey and interviews. It is probable that end-users of this service feel positively about the program. This position is supported through anecdotal accounts and quotations from users supplied to the consultants.

Collection development/preservation initiatives elicited little support or comment, probably also because they benefit a small number of patrons that were not directly included in the data/information gathering efforts.

Process Questions

1. Were modifications made to the New Hampshire State Library’s plan? If so, please specify the modifications and if they were informed by outcomes-based data.

No modifications were made to the New Hampshire State Library’s plan before the end of the 2009 year.

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

Since no modifications were made, it is obvious that performance metrics were not used to influence decisions regarding modifications.

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

The NHSL has used performance metrics to inform decision-making related to changes at the activity and strategy level. For example, the decision not to pursue using WebJunction as a platform for continuing education was based on a lack of acceptance of the approach (evidenced by low numbers of participants) by the New Hampshire library community.

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

A primary issue raised by the State Librarian regards the conflict between outcome-based assessment and the principle of confidentiality. It was pointed out that many outcome-based assessment procedures might be intrusive and unwelcomed by library users who wish to retain their privacy as far as there reading and library use behavior is concerned. This issue coupled with severe constraints in the amount of time available for assessment purposes has limited progress on the OBE front.

In their State Program Reports (SPR) and in the self-assessment survey conducted by the consultants, the State Library acknowledged that it has been difficult to move toward outcome-based assessment. The 2009 SPR states includes “concrete examples of the state library’s LSTA investment in technology services.” The report goes on to say that this “demonstrates results..., but evaluators found mostly outputs, rather than evidence of patron outcomes. As a

result, the State Library had little outcomes-based data (as defined by IMLS) to guide its policy and managerial decisions. With reduced state and local support and dramatic changes in publishing and telecommunications expected (and already occurring), the State Library must quickly shift its paradigm from input and output measures to assessments of real impact on patrons.” However, the 2010 State Program Report paints a picture that is considerably brighter. It says, “The NH State Library made excellent progress in implementing OBE this reporting period.” It backs up its assessment with several specific areas in which progress has been achieved. While there is still room for considerable improvement, New Hampshire appears to be on the right path.

Prospective Questions

1. How does the State Library Agency plan to share performance metrics and other evaluation-related information within and outside the Agency to inform policy and administrative decisions over the next five years?

The NHSL is not alone among states in experiencing staff reductions within the SLAA. Unfortunately, many states find themselves in the position of desiring to collect quality outcome-based data but lacking the staff resources to adequately carry out the task. The answer may lie in multi-state, regional and national cooperative efforts instead of at the individual state level. The work of IMLS to identify similar programs and to create logic maps and results chains is a helpful step in this direction. Shared efforts are more likely to produce outcome-based evidence of the significance of LSTA funding on the lives of real people.

In addition to considering participation in multi-state and national evaluation initiatives, the NHSL will continue more traditional methods of sharing information through its website, conferences, published reports and information provided to the State Library Advisory Council.

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

The NHSL will be examining the performance data collected to date in light of the initial work that IMLS has undertaken under its “Measuring Success” initiative. Where appropriate, existing data will be used to establish benchmarks against which future progress can be measured.

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

In the past, the New Hampshire State Library has expressed some frustration with its attempts to move toward outcome-based evaluation. In part, the difficulty that New Hampshire has faced is related to the centralized nature (statewide initiatives rather than sub-grants to local libraries) of virtually all of its programs. Outcomes are typically easier to measure in regard to services that impact end-users rather than services that facilitate the ability of libraries to serve patrons.

The agency is hopeful that the work of IMLS with SLAA staff to create assessment frameworks may result in mechanisms that will allow state library agencies to collect, analyze and disseminate valid and useful information that can be used for decision-making and for the refinement of programs and initiatives.

4. What are the major challenges and opportunities that the State Library Agency and its partners can address to make outcome-based data more useful to federal and state policy makers as well as other stakeholders?

During the next year, the State Library should make it a priority to use IMLS rubrics, study best practices from other states, and/or work with a consultant to develop evaluation protocols that will move from the current input and output measures and reliance on five-year post-assessments to outcomes gathered through a regular, planned process, perhaps occurring annually:

- Begin with the programs receiving the largest percentage of LSTA funds and/or those that directly impact end-users (e.g., NHewLink and Talking Book Services).
- Plan to review outcome data at least annually and use them to stimulate discussions and decisions resulting in mid-course corrections and/or improvements in programs.
- Design outcome evaluation to include various stakeholders, beginning with end users. For example, the evaluation of Talking Book Services must include patrons receiving the service, but it could also involve their families, local librarians who forward referrals, and state- and national-level partners.
- Design evaluation protocols and instruments during planning. This discipline often results in changes in program design, when planners discover that original plans are not likely to yield desired outcomes, and must go back to alter program plans and/or outcomes. Formal protocols and instruments assure that comparable data can be collected at each site and event every year. For example, if the State Library wished to prepare librarians to offer downloadable content, it might develop an authentic task to assess knowledge and skill, in addition to the typical end-of-session form. With the goal of implementation in mind, designers might put in place a listserv or peer-to-peer sessions or calls from the expert coach to improve the chances of implementation. A few months later, planners might use a follow-up survey of participants and their library directors to assess progress toward implementation.
- Develop a “dashboard” for reporting data on a regular basis (daily/weekly/monthly), so that data is consistent and complete for each year and is immediately available to policy makers, program planners, and participants in New Hampshire. The goal is to make data readily available for state-level and local decision-making, rather than to merely report it at the end of each year.

5. Based on the findings from the evaluation, include recommendations for justifying the continuation, expansion, and/or adoption of promising programs in the next five-year plan.

In a time of budget constriction, the State Library should continue key programs including:

- Courier delivery. Other states use a variety of cost-sharing models. With New Hampshire’s recent experience with sharing the costs of downloadable and database licenses, it seems that this service is another where libraries might be willing to contribute.
- NHU-PAC union catalog. Librarians rely on this catalog for resource sharing. Nevertheless, they feel that the current system is “clunky” and out-of-date and want to see improved ease of use and integration.
- Databases and downloadable books. After a short period of implementation, the downloadable initiative ranked first among respondents’ comments on the survey question about programs with the greatest potential to improve library service to patrons in New Hampshire, while statewide databases ranked second. It is clear that librarians in the state

believe these services are important and will become more so in the future. Already some reported more downloads than interlibrary loan items borrowed in their libraries. Comments in focus groups and interviews also suggest that librarians believe downloadables will replace and dramatically increase access and ease of use for individuals who are blind or vision-impaired, compared with the traditional Talking Books services.

- Continuing education on priority topics and areas of service. In this state of many small local libraries, librarians depend on the State Library's continuing education programs to provide information on best practices and particularly on emerging technology and management trends. With limited resources, the State Library's challenge will be to identify those few topics and best learning practices to leverage greatest results. NHSL should develop measures that involve specific attitude, knowledge, skill, and/or behavior outcomes desired for improving defined, priority areas of library service.

In addition, evaluators recommend "reframing" one other service:

- Talking Books. The State Library spent 12.2% of total LSTA funding in 2008 and 2009 on this service, which reached a very small number of patrons with very intensive efforts. Evaluators are not recommending that the service be discontinued, but, with developments in digital access, it should aggressively experiment with alternate delivery methods and with supporting more patron-initiated selection and ordering.

6. Based on the findings from the evaluation, include recommendations for justifying potential cuts and/or elimination of programs in the next five-year plan.

New Hampshire has already made a series of very hard decisions in regard to reducing both State and LSTA-funded services. No specific cuts are recommended at this time.

COSTS ASSOCIATED WITH THIS EVALUATION

Cost of contract with evaluator	\$ 19,200
Internal (SLAA) cost estimate	<u>\$ 5,476</u>
Estimated Total	\$ 24,676

Appendix A: Focus Group Summary

Four focus group discussions were held in late October 2011. A session was held with members of the Carroll County Library Cooperative in Conway, one with the Nubanusit Library Association in Nelson, one with the Seacoast Cooperative in North Hampton, and one with the URBANS Section of the New Hampshire Library Association in Concord. A total of 45 people participated in the sessions.

A summary of each of the discussions follows.

Carroll County Library Cooperative

10/26

Conway

There were four participants in this session.

Which LSTA-funded or jointly supported programs has had the greatest impact on your library?

Union catalog—we have a small collection and need ILL—union catalog lets me know what others have.

Consulting—help with grant application; tech support

I agree with both—the support is beneficial; ILL is important, but support and consulting service are more important—help with technology and building issues.

I must mention the van—we get 1 delivery/week.

Conway gets 3 deliveries because it's a hub.

We couldn't do without delivery.

We use Worldcat if we can't find a title within the state.

What is the impact of access to electronic databases?

The databases are very important in Conway, but most people don't understand what's there. It creates a teachable moment! I use Novelist—teach staff how to use it and then they can help the patrons better.

Price brokering at the state library is crucial.

Ancestry is great (state brokered a price for that database).

Heritage is going away; we won't be able to fund it on our own.

People might use databases if I promoted it. I've done a poor job of promoting them.

The EBSCO databases are used when I do the searching, but you have to use a special code to get in.

Databases are used at Madison; it's important to have article level databases funded for each library. I don't have trouble promoting it...we have a fair amount of use.

If people are looking for information on a specific top, you do the search for them.

One of the ways that LSTA has had an impact on libraries over the years has been in fostering innovation. Where does innovation "live" in New Hampshire libraries? How do new efforts or initiatives get started?

We have a good network for sharing information...networks and the listserv. Also the technology person at the state library.

Conway is jaded...new, creative thinking is not encouraged. It's hard to fight inertia.

Many times it comes from the grassroots, but I don't feel we're doing anything new/innovative.

We just wrote a grant to make Conway a Family Library. Other states have used LSTA funds to send staff to training for that, but I don't see us doing things like that. We're just holding on.

The population is a huge part of that.

The state library is adamant about keeping van delivery. It's important in our state with so many small, rural libraries.

You see innovation in LJ, School library journal, bloggers, virtual conferences. We're aware, but we're stretched too thin. It's hard to keep up with things.

Have specific improvements or advances in library services taken place in the last five years that you believe are largely attributable to the availability of LSTA funding?

There has been nothing new in the last 5 years!! Biggest improvement was getting the technology librarian. She provides consulting services out of the state library. She's a wonderful resource and keeps us abreast of what's going on—it's a huge help.

Having a real person to talk to is more helpful than anything else. She encourages librarians to latch on to things.

Staffing at the state library is good money, well spent.

The LSTA "Grants to States" program purposes highlight activities that improve access to library services, increase resource sharing activity, reach out to individuals with special needs and build strategic partnerships. To what extent do you believe New Hampshire's implementation of the program has furthered these purposes?

Improve access: that's databases and cooperative agreements. We're all funded differently, so getting a contract among ourselves is hard. Having the state library brokering agreements makes it easier; it works well for us.

Resource sharing: that's the van, Ancestry, union catalog. It's grant money that we all use.

Special needs: The Family Resource Center at the state library is for families with special needs. Small libraries can't collect all those things...state library will mail things from that collection to us.

Talking Books? We refer people to that.

Strategic partnerships: Conway has a business center for the county.

We go to schools, historical societies, and senior centers and provide computer training. We have lots of local connections.

The cooperative is 11 libraries; we meet four times/year to discuss issues, sometimes have a program. It's a good place to discuss issues.

We also have AV/DVD resource sharing—we buy together and rotate them. Van moves things for us.

What do you want to see as future directions?

Van service and databases

We must have the technology librarian, maybe add another person for that service.

We need more personnel at the state library to provide consulting services. North Country used to have a consultant.

I just use the union catalog for ILLs; otherwise, we all have our own catalogs.

I can't see encouraging cooperation on sharing a catalog—it would dilute the statewide union catalog.

Anything else? Other comments you'd like to make?

LSTA is important to us.

We have resource sharing in the broadest sense—shared brain power.

We need money to run our libraries, even just the basic things. We couldn't do the basic things without LSTA.

We'd be limited to a few books checked out, some checked in.

Nubanusit Library Association

10/27 Nelson

There were 20 participants at this meeting of the cooperative.

Which of the LSTA-funded programs or jointly-supported (State and Federal dollars) has had the greatest impact on your library?

Van delivery money from LSTA

Can't live without NHPAC and the van

Talking Books is important to my father, even in my small community. And they've changed to the new format.

Automation system is very important, helps with cataloging and ILL; is crucial

Databases are important in schools in addition to ILL.

NHAIS—some libraries use it as their catalog (they don't have their own catalog). Many libraries have crumbling automation systems. NHAIS is crucial as back up storage.

We have a catalog (not automated) and we use NHPAC.

Me too—for ILL (van & NHPAC) we use it heavily. It makes us look good.

We couldn't afford downloadables on our own.

We need NHPAC and the van—and downloadable circulation—was bigger than branch use last year.

I agree—downloadables, NHPAC, vans—if we lose any of that we couldn't provide those services; there's no money.

We have no post office here; people would have to pay for everything.

We use NHPAC every day.

My first 6 months I used NHAIS—I was able to get lots of things through the listserv...it's a connection to other libraries.

Patrons come from big cities and have high expectations of what we can provide. The network lets us see what's available elsewhere that we won't have to buy.

A large library will have one copy, but they serve more people; I serve a smaller population, so my single copy may be available.

We support a lot of book club members. When I was in Vermont we couldn't do that. You couldn't ask for multiple copies to be delivered.

If we didn't have a van, we'd really hit on Keene!

Before the van delivery, we'd bring our cards to a meeting to borrow from each other.

NHAIS—we get furniture here over that. In small libraries books in series are missing, we can't afford to buy all those. I get lots of free books through NHAIS.

Some LSTA funds go for continuing education, staff development. Does that have any impact?

Yes, continuing education makes all the difference.

I've gone to everything Bobbi has done. People want me to help them use their devices. Bobbi has done a presentation to my staff. She provides great training. We have a problem letting staff go for training; we need someone to cover the desk. It's a problem for small libraries. Even having trainers come to us is hard; we can't cover the desk and be trained at the same time. We're all understaffed. Bobbi has blog site—incredible amount of information. I was shocked how many devices there are in my community.

One of the ways that LSTA has had an impact on libraries over the years has been in fostering innovation. Where does innovation “live” in New Hampshire libraries? How do new efforts or initiatives get started?

Smaller libraries are getting into downloadable books now too. Mobile labs... State librarian started a consortium for movie rights; we appreciate that.

How have LSTA programs furthered interactions?

We join together for youth services programs—summer reading and performers. Summer reading materials are available; it's a statewide program. Last year there was a small libraries summit. It was wonderful—training, free books, etc. It's a good way to meet library people from all over the state.

NHAIS is a source for finding surpluses; is there human interaction as well?

We run into problems with policies and then NHAIS is great—you get answers from others quickly on how to deal with things. It's a huge relief—support and group therapy!

What about cooperation between types of libraries?

We share our catalog with Keene State. During the summer program we partner with the school—also hold programs there at the school. School person: we're always lending/borrowing with public libraries. The school media specialist in our district has 6 schools; she's very busy. They're also closing schools...so it's hard to collaborate with schools. We have No Child Left Behind in our town and the kids can no longer come to the library. Our previous set of materials doesn't fit the new curriculum. No Child Left Behind has really shut down collaboration. The curriculum changed and we don't have those materials. It may also be the logistics in terms of getting the children to the library. We have a good relationship with the school, but the scheduling has changed. Kids in our district use NHAIS; they're familiar with looking things up and using the databases too. We've been working on our relationship with our schools, but one of the schools has trouble keeping a media specialist.

What would be your priorities for the next 5 year plan?

Continued emphasis on technology, i.e., downloadables. That's really important because we couldn't do otherwise.

Don't go backwards!!

I'm concerned about the viability of the current technology infrastructure.

Anything else? Other ideas you'd like to share?

Stress the importance of the databases to the schools.

Everything is important; I can't imagine going backwards.

Homeschoolers are important in my library...and they use the databases.

It's all connected—we need it all.

We must stay relevant; LSTA helps maintain relevancy.

It helps us keep up. We've got the book part down; but it seems like technology changes. We need training so we can help people use everything.

Staff at the state library is doing a wonderful job.

I miss the large print books!!

We need all these things; it's hard to choose among them.

None of us has staff with technology expertise, training.

Because of the economy we have more people coming in to use the computers. And, Chesterfield doesn't have good internet access.

Book circulation has dropped some, but not lots. ILL has increased; we have to keep it going.

Three things are important to me: ILL, NHAIS, NHPAC, downloadable books. Downloadables have brought new people in.

Ditto!

Anything that keeps us interconnected is vital.

People are using our ILL because we have only 1 or 2 books on a topic and they need more.

Many are without English as a first language and they come to us for basic information...how do I get a divorce? Lower priorities for my patrons would be the databases and Talking Books.

Agree

Agree

Agree---and keep the van going!

Seacoast Cooperative

10/28

North Hampton Public Library

There were nine participants. The Electronic Resources Coordinator was also there, but did not participate. The session was abbreviated because it was an "add-on" to their meeting agenda.

Which of the LSTA-funded programs or jointly-supported (State and Federal dollars) has had the greatest impact in your library?

They're all important...the least used is service to people with disabilities/LBPH.

ILL has the biggest impact (along with downloadables too).

Databases are really important.

Consulting—training, staff consulting

We wouldn't want to give up any of them.

Delivery!

Cataloging and knowing what else is where

Technology will be huge—downloadables are really starting to have an impact.
State library helps with Ancestry.com through the consortium.
Is help with additional databases possible? Especially on a sliding scale??
Exeter pays a huge amount for downloadables; the current scale seems high.

Where does innovation “live” in New Hampshire libraries? How do new efforts or initiatives get started?

What the state offers lets us explore things at the cooperative level, databases for example.
New ideas come from sharing ideas.
A lot comes from Bobbi—she offers to come to give demonstrations.
I don’t have time to look into all these things; Bobbi keeps up and offers her expertise to the local level.

We have ideas—do I share them with Bobbi or I do the research to figure out how ideas from others might be useful in my library? That depends on the time I want to invest.
I was in Illinois before coming here and we didn’t get that kind of support from the state library.

What’s the impact of van delivery in your library?

It’s huge...things sometimes arrive the next day if you’re next in the delivery chain and things are on the shelves.

(Of the group, 2 received once a week delivery; 3 got it twice a week; and 2 received it three times a week. Two got no delivery directly to their library...they had to go to another library to pick up the items). Delivery frequency has to do with the volume being done and the route.

Databases are a steady set of basic services that free up money for other things. They also impact space needs. Reference is getting smaller and there’s no need to keep back issues of periodicals since the databases became available. The package also means we can offer academic journals because they’re bundled in with the statewide databases.

NHAIS allows ILL to happen; also allow cataloging.
A joint ILS has been talked about, but it won’t happen!! Who has the time?
NHAIS is past its useful life, but...but we still use it every day.
We use NHAIS daily for the listserv; people share innovation that way. But the topic shared should be appropriate...there should be a separate listserv for technology (take out the freebies).

URBANS Section of NHLA

10/28

Concord

There were 12 participants.

Which of the LSTA-funded programs or jointly-supported (State and Federal dollars) has had the greatest impact in your library?

Databases—we actually measure whether they’re being used; it’s a growth area.
Biggest impact is that my library can divert funds into other areas.
I just learned that Heritage Quest had 6,000 hits in the prior 6 months.

Downloadable e-books

Databases—but the downloadables are where it's at now; we need to increase this one.

NHAIS—Delivery service is huge; greatly used. There's lots of resource sharing.

NHAIS system itself—being able to find where books re

Downloadable audio books—database usage is good, but not very visible; we do need to keep the big ones like EBSCO Host.

Van delivery

Talking books? I don't really know; don't know how many are using that service.

Van delivery is vital.

The youth consultant...state library used to employ several consultants; there also used to be a state library office in the North Country. The youth services person makes a difference.

If anything happened to the Electronic Resources Consultant, we'd be in trouble.

Van service is one of the most important for our library.

I'm surprised that that much money went into Talking Books.

It would be good for the state to get more information out to the libraries about Talking Books.

Downloads are important.

I'm new to NH it seems there's a lack of communication in what is done with LSTA. A lot of things in that list aren't clear.

There are three important ones for us: databases, the fire department is a user; downloadables, that's growing in use; and van delivery, cutting back on the number of deliveries is a real issue. GMILC depends on the van delivery heavily.

We need to focus more money on the van system; volume handled keeps the prices down; van system is very secure.

It's nice to expand the van delivery so others can build on it. It hits on a number of the goals of LSTA funding. In addition to patron initiated requests, we also allow people to return materials to other libraries; don't want to have to cut back. Cuts in the van delivery result in inefficiencies. It's unfortunate that the whole state hasn't been able to automate and to share in a shared system.

Where does innovation come from in NH?

Downloadables and the Electronic Resources Coordinator position

NHAIS listserv allows peer support; courage to try something new; online news stand (not directly) LSTA

A lot of the innovations cost money; all the libraries are paying for the content. The way it developed though, was LSTA; LSTA was used to leverage existing funds.

The state needs to be more innovative in NHPAC—it's time for the next version.

Most of the innovation is coming from the individual libraries. In GMILCS one does it and then others try it. It's grass roots level

I learn what's new????

What about collaboration and cooperation in New Hampshire libraries?

I'd say that's a no...

Communication—NHAIS does help with that.

State library hasn't done an annual report since 2002. There have been group buys for movie licenses and other things.

Maybe not as open minded as they could be; staff structure is so rigid in NHUPAC.

A lot of this does foster collaboration. But it's an unintended consequence.

They enable us, but they really don't innovate. The Electronic Resources Coordinator is information central. We feel like we're in it together.

Consultants focus on the small libraries; use the larger libraries as resources for the small libraries.

I'm struck by the fact that every service (listed) is incredibly important to libraries, but moving the money elsewhere would hurt somebody.

Final say? Anything else you'd like to add or say?

It's difficult to apportion the funds. Too frequently things are being shrunk. Databases are for everyone.

Clarity in explaining would be helpful.

If there could be a shift from Talking Books, vans/databases are an incalculable value.

I repeat...maybe look at the relationship between the amount spent and the value received on Talking Books.

The state supports a foundational structure for libraries.

We rely on these services; they need to be maintained.

I would like to have more accountability and reporting back.

The State library provides us with resources that help us tremendously.

I agree: databases, van, and downloadables. It's hard to prioritize the others. I don't see the impact of preservation.

I would love it if on the listserv it was clear that the message was from the state library or a different listserv. So you'd know the source and be able to decide whether it was important.

I want to second the comment that there are limited dollars. We're for innovation, but with limited funds, other things might suffer if we focused on innovation.

If we didn't have the databases, we'd have to spend the money on them. There's little state money coming in.

Competitive grants are very expensive. The way the state of NH is using LSTA funds is better than Massachusetts.

The only other thing is the special access challenge...local funding...fairly rural, but higher income and education in some areas. There's never going to be an income tax.

We should explore the concept of a foundation for libraries.

Appendix B – Personal Interview Summary

Fourteen individuals identified by New Hampshire State Library staff were interviewed via telephone. The purpose of the interviews was to provide background information for the consultants and to gain the perspectives of New Hampshire librarians and supporters regarding the impact of LSTA funding in New Hampshire. A list of those interviewed follows the compilation of comments made in those interviews.

Have any of the major LSTA funded programs had a significant impact on your library?

The van certainly! It's important to us. Databases help. We used to purchase them, but now those dollars are freed up for other things. All libraries use the technology consultant—she's wonderful. Also use the children's consultant. I'm a cataloguer and use the union catalog to get records. That saves us a lot of money.

My homeschoolers are reading the Boxcar Children, but we have about 20 titles; we have to borrow the rest for them, so ILL is really important for us. We use the databases too: Novelist and we've purchased Ancestry. Also use the union catalog. We have a large collection of audiobooks, so we don't use the Talking Books. We do use the State Library technology consultant—things like how to use Kindles, etc. There are a lot of courses available through the State Library.

I suppose it's consulting---if you have any problem, you call or email the State Library. Also use the Summer Reading programs.

Three are priority for most libraries: NHAIS and the union catalog, the van, and cooperative buying of databases. Consulting and Talking Books are important, but don't reach as many people. The NH State Library has had to reduce staff, so there's not as much time to be helpful (consulting). The New Hampshire Library Association tried to take on some of the classes. We found topics and teachers and we paid them to do the classes (continuing education). Consulting—Bobbi is top notch, fantastic! Her service is very valuable, i.e., she teaches librarians about downloadables. NHLA bought 5 laptops for Bobbi to use in her classes.

Yes. We're rural; we take advantage of them all. Use the van delivery—we have people taking college courses and they need materials we don't have. Use the databases—we couldn't afford those ourselves. Talking Books—some participants have thought the process unwieldy—equipment and the lack of current materials.

The van delivery and consulting are very helpful and necessary. The Talking Book outreach is helpful. Databases are important to have, some are heavily used, others not so much, e.g., the local newspaper is not heavily used, except as reference. Novelist is especially good for finding new titles. I use the general ones for current events.

Van delivery is very important. We appreciate and use, minimally, the databases. Introduction to those is best done 1 to 1. We use the catalog for records and ILL. Have no Talking Book patrons.

Van delivery is huge for us. Our library is big enough that people want everything, but small enough not to buy everything. NHPAC is important; we're not automated. We do have a collection of databases. People search from home and ask us to hold things for them.

The van is crucial; we have created open requests within GMILC. Our patrons can put a request on online for materials; it has empowered our patrons. Circulation has increased each year because of that.

We have used consulting services, NHPAC—Ill services.

Databases are significant; are now being cut back and we are scrambling to fund them on our own.

Talking Books are great, but minimally used; we would appreciate knowing who in our area is using the service.

Absolutely! Van delivery is important, doing ILL, auxiliary services related to that. Licensing of database; State Library lets us buy as a group—facilitate buying additional databases.

God, yes!! Databases—we're slowly losing those because of budget cuts. I can't afford to replace them.

ILL and van service is the biggest; Hancock has a fair number of writers who use us for research; one historian in particular. People do use the databases here. Of course, there's also one woman who requests a dozen bodice rippers a week.

The State Library has helped with the databases. State couldn't fund the EBSCO databases, but the State Library knew how important it was; many schools couldn't do without them. The State Library worked hard to make it work. With budget cuts, we (school libraries) depend on them even more even though they (the State Library) have less too.

Many of the activities of the State Library such as consulting services, services to people with disabilities, ILL and van delivery would not be possible without LSTA support. What would be the impact on your library of not having these services?

If we had to pay ILL postage, we'd be borrowing and lending less and without the consultants we'd be muddling along.

ILL and van go together---that's how we distribute materials in NH. We've been trying to educate legislators that van delivery is efficient and cost effective: 44 cents/item vs. \$3.00 for

postage alone. I don't think we could do ILL without the vans! Libraries couldn't afford ILL, but it works because we share!

Services to people with disabilities are changing with new technologies, e-readers, for example. These devices are more than just toys. Think of those with low vision, dyslexic, rheumatoid arthritis.

Consulting--In the past we used their consulting services to address space issues and to work with Board members. I think the staff that remains at the State Library is overworked, so I try not to use them. We do use Bobbi constantly. With all those gadgets out there, she's extremely valuable to keeping us up to date. I don't actually think of her as a consultant; think of her as the technology person.

Eleven percent of our circulation (checking in and out) comes through delivery. We couldn't purchase some of the materials people need. Consulting is very helpful. It's a daily event that Bobbi or Ann shares updates, information on grants, etc.

We used to have a North County consultant, but that's gone. The technology person is fantastic! She does conferences, special training. Ann Hoey is wonderful for children's services. We no longer have a local children's librarian.

Consulting—Bobbi comes often and meets 1 on 1 with me. When downloadables were new, she trained me, then my staff and the public. Same was true with e-books and the website. We have her here at least once a year. Staff here is me and one part-time person and volunteers.

Consulting—we invite Bobbi occasionally; she presented to the staff on how to use OverDrive and WordPress. Our assistant director and technology person at the library are on the forefront in technology. We do things pretty much ourselves. We'll use Wordpress and a lot of Google apps.

Consulting—haven't used that service than using Michael as a sounding board. We get van delivery three times/week; use that heavily. We loan more than we borrow. Talking Books—has declined because of e-books and readers. But the State Library helps with OverDrive, which is what people use now (rather than Talking Books).

Van service—I don't have the money to buy or the space to put more things even though 1,600 people borrowed from elsewhere last year. As funding has been cut at State Library, consultants other than technology person have gone to the side. We do use Bobbi for technology. It's sad for small libraries like us. We have had some Talking Books patrons. We also use the audiobook consortium. We couldn't live without that.

Consulting service—Bobbi and Ann; you can ask any question about running the library and someone will help. Bobbi—technology in small libraries is a challenge. Who else would we go to (other than Bobbi)? We couldn't afford the technology or the gadgets. I just know I can call the State Library.

I've attended every class the State Library has offered...webinars less so. They're good; I just lack the motivation for those. I always learn a lot at the classes; I don't have an MLS.

Ann Hoey does the Lady Bug Award. It's good collaboration; Ann reports at each of the NHSLMA board meetings. She generates enthusiasm among students for the book awards. We also have a listserv that Ann's very active on, giving advice, leads, and ideas. For example, a school librarian suddenly had two Korean students to serve and asked Ann a question about working with them, materials, etc. Within a couple of hours, Ann had it on the listserv and people were responding, ESL, etc. Ann's help has a statewide impact.

Have specific improvements or advances in library services taken place in the last 5 years that are largely attributable to the availability of LSTA funds? What would not have been accomplished?

We wouldn't have been able to do downloadables. LSTA started the original collection. I just can't imagine where we'd be without the technology consultant.

Yes, they keep us up to date with the latest technology. We wouldn't have that without help from the State Library. It's just changing daily! It is very challenging. We can help patrons with the help we get from the State Library. My library isn't automated; I would dearly love to be a part of one, but we haven't the funds to do that. It would be nice if the State Library did all the research to help us get automated (via Open Source). But, I'm only one person and I can't do it all. We can't do without ILL.

It's a continuum. I'm not sure what was new in the last five years. Bobbi's going to libraries to teach librarians about downloadables, maybe that's new. We have small libraries, some with limited hours and staff with no technology skills. So Bobbi has an impact!

Bobbi's position and our ability to take part in the OverDrive consortium. Just anything that Bobbie and Ann Hoey (children's services) have done.

LSTA funded Bobbi's position. That's a big help to libraries, especially those of us who are part time—it's very hard to keep up with technology. More libraries have high speed internet now that didn't have it 5 years ago. We know we can get instruction on how to use devices that people bring in.

Yes, the downloadable consortium. They used LSTA to give money to libraries for setting that up.

Downloadables and e-books, the van—all of these allow us to access things statewide. Bobbi's training makes it all work; she is always doing a program somewhere. It's very hard to keep up with things when you're this small.

We are confused about what's paid with LSTA and what with state funds. We think that the databases and NHPAC, van wouldn't be there without LSTA funding. But those services aren't new within the last 5 years.

Technology innovation—key player is Steve at Portsmouth. He created the basic online newsstand for the EBSCO databases and made the contents accessible. There's also the mobile aspect; you can access the contents with mobile devices.

We wouldn't get half of the databases without LSTA support. The cost would be prohibitive. Wish they offered more; it means we can spend our money on other things. Van delivery used to be twice a week, is now three times/week. We're just trying to hold on.

Without LSTA the state catalog and the essential van service wouldn't be here. We'd be in trouble.

To what extent do you believe New Hampshire's implementation of the LSTA plan has furthered the purposes of the Grants to States program? (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships?)

The databases and ILL provide important access. We don't use Talking Books much, but people who use the service like it. We have a large audio book collection. I don't know what strategic partnerships means. There are definitely partnerships with other libraries and through the training things with the State Library. There are cooperatives that meet around the state.

Access: NHAIS (union catalog) to know what's available. Databases that we cooperatively buy; downloadables—the consortium.

All of those are resource sharing too.

Special needs: technology has helped us, but I'm not sure any state has jumped on that. Maybe we should send people e-readers?

Strategic partnerships: State Library lost staff and can't do what's needed. My library migrated to Open Source—we're partnering with the state to show how this works. We're letting three small libraries that aren't automated join us in the Open Source project. We're letting the small libraries use our resources; it's not a formal partnership. No LSTA funds are involved.

Access: Bobbi, databases, technical/technology. There are many people here without Internet. We are educating people and improving their lives. Programs, events, workshops for children through Ann Hoey.

Nothing comes to mind related to strategic partnerships.

Access—NHAIS and the van piece give us access to other materials. Also more than 5 years ago, the change to NHPAC made access online easier. People know about that (and use it)

Resource sharing—same is true.

Special needs—Family Resource Center at the State Library is a fabulous resource. Parents with kids with issues have access to that. We can send people to that collection. State Library will mail materials directly to people.

Talking Books—we've gotten people into the program who didn't know about it.

Partnerships—grant programs: summer performers are funded by the State Library; that makes the summer reading affordable for local libraries. It's a great resource.

Access—tremendous help: van, statewide catalog, OverDrive—greatly enhanced.

Resource sharing—van makes it possible to share (postage would be prohibitive)

OverDrive is great; library Friends make a contribution to that.

Special needs—don't see much, but I'm aware it happens. Bobbi showed us the new Talking Books—downloading from OverDrive.

Strategic partnerships—can't think of anything just because I'm isolated up here and not active in the profession.

Access—vans broaden everybody's perception of the collection. Also, the way a library will do some workshop and invite others to participate. NHPAC improves access; lets people know what's available.

Resource sharing—cooperative invites a speaker and lets everybody come to hear, are sharing knowledge. Also share books, DVDs, audiobooks.

Special needs—just don't have a big need for that here. We do deliver to shut-ins in the community. Downloadable e-books and large print do reach these people.

Strategic partnerships—Bobbi! Bobbi sends out emails; they're pretty useful to everyone.

Not sure anything has improved.

Resource sharing—ILL requests have increased.

Summer Reading—Ann is helpful with that.

Special Needs—we have a large group; it would be nice to serve them better; we end up getting crowds at programs. We haven't seen anything from the state except LBPH. Wish there were things related to adult literacy.

Strategic partnerships—We are interested in that; the state hasn't done anything with that. We did do One Book; but we had limited success with it; it may have been a staffing issue here.

Downloadables has been a significant service! Highly relevant!!

Success in every case—they have created partnerships in getting us databases at a lower cost. Van service increases access; increased use because databases are accessible from home. A rising tide floats all boats. People know they can get materials from all over the state. LSTA dollars tie us all together.

Improve access? Yes—especially in small communities. Access to the shared catalog and databases levels the playing field.

Resource sharing—the van!! We all share via the van.

Special needs—yes, Talking Books. I’ve sent people in that direction; they’re grateful.

The van helps with special needs too—access to the family resource collection at the State Library.

Strategic partnerships—we’ve learned to work together. LSTA funds things at the beginning and we’ve learned to expand that, with audiobooks, for example.

Also Bobbi is spectacularly helpful. Small library patrons ask for new things; we’d be lost without Bobbi.

Access—van service gives us access to any resource in the state

Same for resource sharing.

Haven’t dealt with special needs although the Talking Book things are great.

Partners—can’t address that.

Anything else? Any other comments or ideas you’d like to share?

We really depend on the State Library a lot and it wouldn’t exist without LSTA. Smaller libraries depend on it even more than we do.

Training/continuing education. We’re all treated the same, small libraries and large libraries have access to training and CE. The State Library seems to be on top of it all. We wouldn’t have time to do it all. NHAIS might be outdated, but it has 1.5 million titles! It has been updated. And, we can borrow from nearly every library in NH.

As a small rural library, State Library services are crucial for us. The State Library puts lots of thought into how best to use the funds. Sub-grants would be less equitable.

I’d like more on the strategic partnerships, especially with groups and businesses. If more money comes available, maybe get ALA Advocacy materials. Do something splashy, a statewide promotion.

Michael York held meetings around the state this fall—talked about databases and explained the process of LSTA (talked about using LSTA for statewide things; that made sense to me).

Databases are valuable, but not heavily used here.

We could talk about the value in Google apps; Google doc; online forms; internal workflow. It’s a great resource for tracking data and workflow.

I would like a stronger catalog that interfaced with libraries with online catalogs. That would make ILL more efficient. The ILL is antiquated now; would be nice to be updated. I would also like better transparency in the use of LSTA dollars. We asked for it, but haven't gotten any information back from the State Library.

We need to make sure the van doesn't go away; maybe we need a better lobbying system. Legislators didn't know what we were doing with the funds.

State Library does a great job; it's doing the best it can; has stretched money and expanded services to across the entire state.

LSTA is used well in NH; programs are doing what they're supposed to do.

Trustees need to be made more aware of things. Maybe there should be more information from the State Library.

Interviewees

Cathy Beaudoin, Dover Library

Susan Dunker Bendigo, Jackson Library

Jennifer Bone, Keene Public Library

**Helen Burnham, NH School Library Media Association,
and Lincoln Elementary School**

Mary Cronin, Madison Library

Beryl Donovan, Gafney Library

Rosanna Dude, Wilmot Library

**Mark Glisson, Information and Technology Services Specialist, Hooksett
(joint interview with Director Heather Shumway and Assistant Director Matt Bose)**

Amy Inglis, Barrington Library

Adele Knight, President, New Hampshire Library Trustees Association

Amy Markus, Hancock Library

Bernie Prochnik, Bath Library

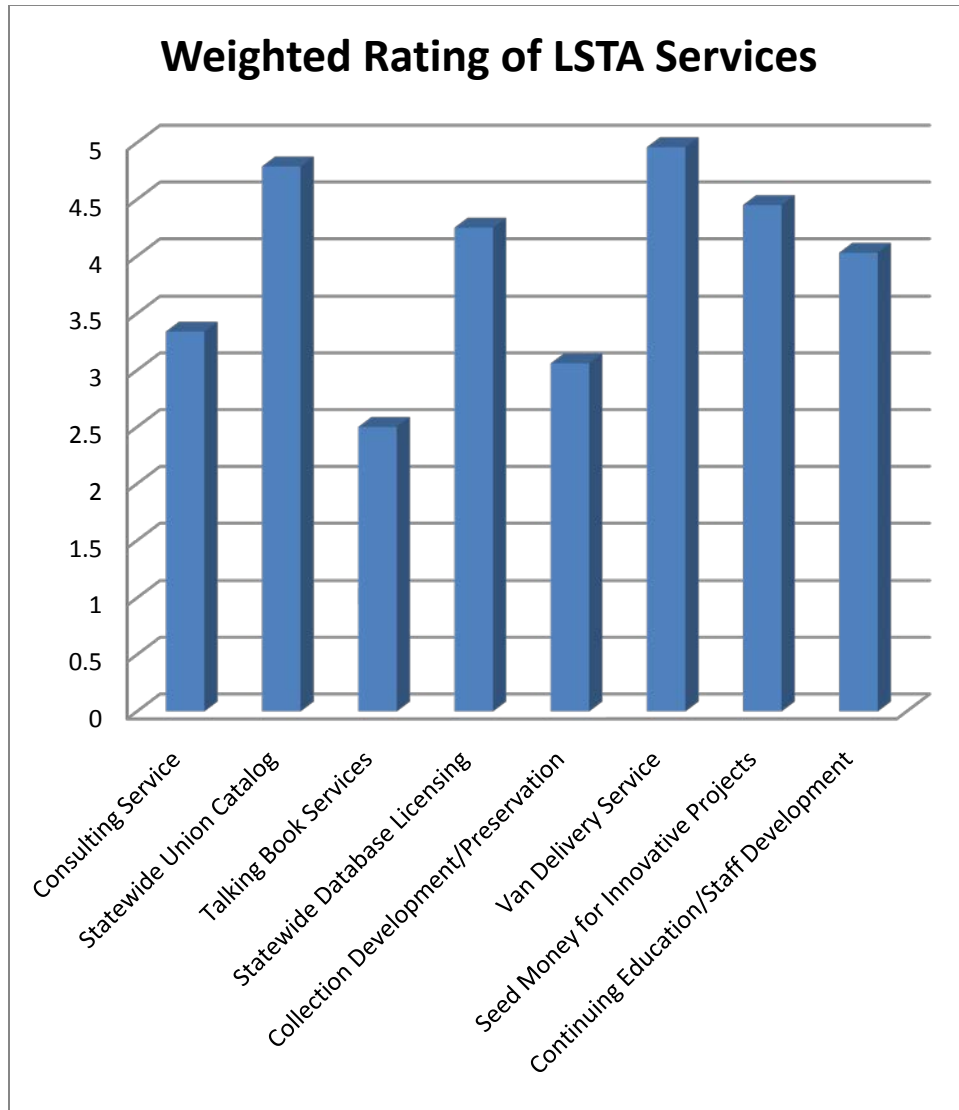
Carrie Thomas, Colby-Sawyer College Library

Mary White, President of NHLA

Appendix C - Web-Based Survey Summary

1. On a scale of 1 to 5 with 1 representing "No/Very Low Impact" and 5 representing "Very High Impact," please rate the degree to which each of the following programs has a positive impact on library services in YOUR library. (Please select "0 - Don't Know/Can't Rate" if you are unaware of the program or lack the information needed to rate the service.)

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
Consulting services to New Hampshire libraries	13.1% 21	10.6% 17	13.8% 22	19.4% 31	21.9% 35	21.3% 34	100% 160
Statewide Union Catalog (NHAIS/NHU-PAC)	0.0% 0	1.9% 3	0.6% 1	1.3% 2	8.8% 14	87.5% 140	100% 160
Talking Book Services of the New Hampshire State Library	15.0% 24	28.8% 46	12.5% 20	23.1% 37	13.8% 22	6.9% 11	100% 160
Statewide Database Licensing	3.8% 6	3.8% 6	2.5% 4	15.1% 24	19.5% 31	55.3% 88	100% 159
Collection development and preservation efforts at the State Library	7.5% 12	14.5% 23	16.4% 26	23.3% 37	25.8% 41	12.6% 20	100% 159
Van delivery service	0.6% 1	0.0% 0	0.6% 1	0.0% 0	1.9% 3	96.8% 153	100% 158
Seed money for new or innovative projects (e.g., downloadable books)	2.5% 4	2.5% 4	2.5% 4	8.8% 14	18.1% 29	65.6% 105	100% 160
Continuing education events/workshops/online access	0.6% 1	3.8% 6	5.6% 9	20.0% 32	23.8% 38	46.3% 74	100% 160



2. Briefly tell us about the impact that your highest ranked service or services has had in YOUR library.

Count	Response
1	Access to other collections is invaluable and efficient.
1	NHU-PAC and the van system are our life's blood.
1	The ILL van and NHU-PAC are a huge resource that is highly used and appreciated by our patrons.
1	The Van Delivery Services is by far the highest ranked service at my Library.
1	Van delivery is invaluable for all of the book clubs we support in our local community.
1	Van delivery service helps us fulfill our mission.

Count	Response
1	We use ILL extensively.
1	Van delivery makes possible best quality ILL service to patrons
1	As a small library we could not function as well as we do without the ILL and van service. The continuing education and workshops are vital to keep staff up-to-date.
1	ILL van services are used on a daily basis here. We don't have nearly the money necessary to buy all the books that our patrons wish to read. Sharing, via ILL makes our budget as strong as every participating library's budgets combined.
1	The van service and union catalog let us access titles we do not have room for in our small library. Continuing education has a positive impact on our ability to assist our patrons effectively. Also, seed money for the downloadable book program, for example, has provided a huge expansion of our services to our town.
1	Being in the North Country, we rely HEAVILY on the van service and as such, the inter-library loan Union Catalog. Our patrons also enjoy having downloadable books available to them.
1	Inter library loan is crucial to us, a small library, to get materials we can't afford to buy. Therefore the van and NHU-PAC are essential to us.
1	ILL and Van Service without a doubt, we all take things for granted but with the outage of the ILL server what a mess and cost that could become. But then Thank You Bobbi you are there without you how could we have coped with the latest technologies!
1	Currently we are not automated so NHU-PAC helps us by allowing our holdings to be "piggybacked" onto the state's automated system. This makes it possible for our patrons and our staff to search for materials from our library and other libraries as well to provide the best possible service at this time. And when we find what our patron needs, the van service makes it efficient and reliable to get these materials!
1	Our library is very small, but we can give our patrons more of what they need and require due to the help that we get from the State Library. Our patrons can access more info than we could make available to them without the above services.
1	The Van service is invaluable for receiving and sending books that we would otherwise not have access to (ie older materials or newer ones we couldn't afford). That includes preservation materials and collection development. Seed money for new or innovative projects has allowed me to introduce downloadable books to my library this year and the continuing education has allowed me to gain education since I have not yet gotten my MLS and need knowledge in this area.
1	We are a very small library that utilizes the interlibrary loan van service on a weekly basis. Without this service we would not be able to adequately serve our patrons.
1	Ours is a small library and the van service makes a big difference in the quality of service we can extend to our patrons.
1	Van delivery service gets a LOT of use, and people are also beginning to use downloadable audio-books heavily!
1	The van service, union catalog and database licensing are ESSENTIAL to the service we provide to our patrons. These services allow our users to have access to information and materials equal to anyone in the nation. The seed money for innovative projects has allowed our library to serve our people in difficult economic times in new ways.

Count	Response
1	Without question, the State Library's support of the interlibrary loan service, both through NHU-PAC and the van service, is absolutely critical for Sanbornton. In order to have access to the same materials, our taxpayers would have to increase our budget by 6%. Our small town of 3,000 handles more than 1,200 requests annually, allowing us to serve those patrons who have specific interests and needs that we cannot meet with our limited resources (students' reference and research materials, large print books for seniors, and so on).
1	Extended our materials budget by providing good access to the collections of all libraries in the state (and vice versa)
1	Interlibrary loan is one of the most used services in our library closely tied to downloadable books
1	Both the NHU-PAC and the van service are the highest ranked services at the Fitzwilliam Library. I literally use the NHU-PAC every day, for ILLs, for collection development, for cataloging. It is invaluable for a small library. The van is almost as important. Last year we completed over 1,000 ILLS, all of them shipped on the van. The postage costs would have made this level of service to our patrons impossible on our budget.
1	Van delivery for interlibrary loan materials means significant savings for libraries and we are grateful for this funding.
1	The NHSL van service is extremely important to our library. The van allows us to fill requests for materials not owned, out of print, or have no funds to purchase. We have five active book groups that depend on borrowing materials from other NH libraries.
1	We borrow books from other libraries and other libraries borrow books from us on a daily basis. We use the van service for all inter library loans.
1	We are a small library with a limited budget. Without the services above our library would be irrelevant to many people and not be considered a source of information and materials for our town. Thanks to the union catalog and the van service, we have access to the holdings of all the libraries in the state and can receive them in a timely manner. The workshops at the State Library have helped us keep up with the changing technology involved in information retrieval. Without the consortium we would have never gotten on board with downloadable books, which is an area of increasing use. All of these programs have been essential to our library.
1	NHU-PAC and interlibrary loan are probably the most used services in our small library, with downloadable books being second. We lend and receive hundreds of books every year. Patrons adore interlibrary loan!
1	I think that NHDB is critical to the future of our library. Downloadable audio and ebooks are very popular and we couldn't afford this on our own. That being said, van delivery is equally important and used heavily. And of course NHU-PAC. Sorry, I can't choose just one!
1	We rely heavily on the Van Delivery Services and the Statewide Union Catalog. We are also a member of the N.H. Downloadable Book Consortium which has seen an increase in circulation in the previous year. The continuing education services are very important to us. We are a small library with a limited budget that has been level funded for a few years now. I am sure we would not be able to access and provide these services without the assistance provided by the New Hampshire State Library. We truly appreciate

Count	Response
	everything the New Hampshire State Library does for us.
1	Van service is essential for maintaining the service to which our patrons have become accustomed.
1	EBSCOhost is the foundation of our research efforts. Everything else we provide supplements that.
1	Our patrons depend on van service to deliver the materials they need for academic, vocational and avocational information and pleasure reading. We cannot afford to buy or house all the books to fill these needs and, especially in these tough economic times, the library is a needed source of these materials for people who cannot afford to buy them. Without this service, which provides our patrons with the knowledge that they can get almost any info they want through the library, our usage and usefulness would go down.
1	The NHAIS/NHU-PAC and van delivery service are the lifeline for our small, rural library. Along with the statewide database licensing and the downloadable books consortium, these services allow us to offer the same services to our patrons as are available to patrons in larger and wealthier communities.
1	Van service is vital to our library in keeping up with book groups and needs of our readers with our limited budget. NHU-PAC is, also, vital to our ILLs and cataloging. Downloadable audios and ebooks checkouts are increasing every month, and we could not offer this service, or the other databases by ourselves
1	NHU-PAC and the ILL delivery service are crucial to our mission of providing materials for our patrons that we do not own.
1	We rely on the union catalog and the van service more than anything. We can't possibly purchase or shelve all the materials our patrons ask for.
1	More and more patrons are asking for ebooks for their new Kindles, Nooks, ipads, etc. Also, more and more people who commute are asking for audio-books. The downloadable e-book/audio-book service will continue to grow in impact/importance.
1	All the highest ranked services support delivery of information and materials to our public in a manner we could never afford alone because this town has seen 12 failed budgets. Quality and quantity of service would suffer immensely without these programs.
1	As a small town library, we rely heavily on ILL managed through NHU-PAC and delivered by the van delivery service to meet the information needs of our patrons. We rely on the databases provided by NHSL for many of our reference needs. The seed money used to implement NH downloadable books provided a doorway to ebook and audio-book download lending that would have been completely beyond our reach otherwise. We also rely largely on NHSL continuing education for affordable staff development. The mobile computer lab is proving to be a vital part of our training efforts in the rapidly evolving web based library environment.
1	We are a small library and the van delivery service and the downloadable books allow us to get varied material to our patrons despite our size and our budget. It levels the playing field for small town libraries, if you will.
1	Interlibrary loan service and the van system, which provides it, are my library's primary benefit from the State Library. Without that, our small library would be hard-pressed to quickly find books and materials our patrons want.

Count	Response
1	The van delivery service has had the highest impact in our small rural library. In addition, the downloadable books have been a huge hit with our patrons.
1	I have had two patrons who used Talking Books services extensively. This was critical for them to remain connected and to enjoy literature as they had when they were sighted. The ILL van is critical for transporting book group books, for getting books that our patrons want but we can't afford, or are of specialty subjects or interests, or that we lack the space to shelve. We would return to the dark ages without the van.
1	We are connected to the world at large thanks to van delivery service, NHU-PAC, and databases licensed through the New Hampshire State Library - without these lifelines, our library would be set back a hundred years.
1	The interlibrary loan service is extremely valuable for a small library. I can tell patrons I can get them any book in the state. After that I appreciate the downloadable books. It would be hard for us even to start a program like that in a small way, but our patrons can have access to thousands of titles.
1	Our small town library (pop. under 2,000) is very dependent upon the ILL system. We actively participate and take pleasure in borrowing materials for our patrons. Our goal is to fulfill every request, no matter how obscure. Without a doubt, we would not be able to do so without the ILL system.
1	The van service is extremely important to my library. We use NHAIS/NHU-PAC every day. Talking Books is used by some of our patrons. Downloadables are becoming more important each year. Statewide databases are also being used more often and asked for. I just wish they were less expensive.
1	With limited budget, the ILL and van service help us to supplement our collection and to better serve our patrons needs.
1	We would have a difficult time meeting patron needs without the van delivery service. There is no way we could meet patron needs without it!!
1	We could not function appropriately without the services provided by the State Library, which I marked with a 5! Among those, I would consider the statewide catalog and the van delivery service as the most crucial- if I had to choose.
1	We depend on the union catalog and van service the most of all State Library services. Interlibrary loan represents 5% - 6% of all our circulation transactions.
1	The van is invaluable as it moves more than ILL materials around the state. The union catalog is necessary for effective ILL service. Without the seed money supplied for the downloadable books, I doubt if we could have done much of anything for our patrons in this area.
1	Van delivery, training, access to the union catalog, being able to be part of statewide database purchases and in general the coordination, access to knowledgeable staff and new initiatives of the State Library are all essential to the effective operation of our 2-person school library. Services to our students and staff, as well as our ability to share some of our unique resources with other libraries around the state, depend on access to these NHSL services.
1	1. The ILL van delivery service expands our modest collection of 14,000 exponentially. It is a tremendous asset to our patrons' information and recreation needs. 2. We depend

Count	Response
	on NHU-PAC/NHAIS for ILL and our cataloging needs. 3. We would not be able to offer database services to the public if they weren't provided by the State Library.
1	Having the ILL opportunity is the highest impact. We are able to share our resources as well as borrow what we need.
1	We are a rural library with a collection of about 20,000 materials. As a result of the NHU-PAC and interlibrary loan van services, we are able to offer our patrons almost everything in the state. If a patron asks about an item and we don't have it, I always offer interlibrary loan, and as a result, we borrow and lend thousands of materials each year. This allows our small budget and the reading tastes of our patrons to happily co-exist. One word for these services: INVALUABLE.
1	The van service and union catalog have enabled us to support sophisticated research, supply book discussion materials, and expand our collection without needing to increase our shelving or our budget. We see their impact every day.
1	As a small rural public library the van service that transports inter-library loan materials provides an invaluable service to our library. Having access to materials from other libraries in the state expands our offerings to patrons.
1	Interlibrary loan service is invaluable to our small rural library; we saved around \$8,000 last year, and our materials budget is only \$4,000.
1	The van delivery is very critical to us, since we have a very high demand for patrons requesting materials that are not in our collection, but can get them from other libraries in the State.
1	Van service has enabled our library to get almost any book, audiobook, DVD, etc that our library patrons need. The fact that it is a free service to them means that anyone can take advantage of this service. It also allows the library to purchase materials that many patrons will like, but at the same time having access to something only one or two patrons would be interested in. The van service is wonderful.
1	The interlibrary loan service is invaluable to our library. We could not come close to providing the books that we are able to provide to our patrons without the service.
1	Downloadable books collections appear to be the most important concern to our patrons. Their interest in the service seems linked to the availability and variety of titles and fomrats available. Van delivery service is also of high importance, as patrons value the speed of service and availability of diverse titles.
1	Van delivery allows us to borrow materials inexpensively from other libraries in the state. We can't imagine life without it.
1	Van service is extremely important as well as NHU-PAC in finding materials that are not at my library. Databases are essential in helping students with their research.
1	As a small library, we rely heavily on support from the State in several areas. Our budget, space, and staffing do not allow for us to provide all the resources and services our patrons expect. By sharing money and resources we can provide many of the same services offered through the larger libraries.
1	Being a small rural library, we could not fill the needs of our patrons with access to NHU-PAC, the ILL van service, the Downloadable Books Consortium and the many classes and workshops offered. With a small budget and limited space, these and many other

Count	Response
1	opportunities offered through the NH State Library are vital to our library service. Without the VAN service we would be unable to meet the board interests of our patrons through the ILL service. We would find it financially difficult to budget the cost of mailing books, etc.
1	As a small town library, interlibrary loan and the van delivery service is crucial to helping us serve our patrons.
1	Our library benefits from the outstanding van delivery system, database licensing, consulting, and consulting services especially. These services have improved our level of patron service greatly.
1	Our building is small and our budget is "conservative" in an impoverished community, so being able to borrow from other libraries is a vital service. We are also extremely grateful for training and educational opportunities in a field of rapidly changing needs and technologies.
1	The interlibrary loan van system has enabled our library to access for our patrons over 1500 items not owned locally. We rely on this service for patrons' requests, especially in the specialty subjects of foreign language, travel, health, and science. We feel this service is essential to the proper functioning of our library.
1	NHAIS/NHU-PAC is very important so we can use ILL for our patrons. The van service is great. Many patrons would not be able to pay postage to borrow books from other libraries and our small budget would not cover such an expense.
1	The interlinked statewide catalog and van delivery service plus the training in how to use the catalog, ILL search and ILL service and support from NHSL staff are an ESSENTIAL part of daily library cooperation in the state. Our residents would not have access to the resources they need without these services because there would be no way to independently reproduce them.
1	The van is essential. Being a small library does not mean having a small collection. The van has made our library of 7000 books grow to one of huge proportions. We could never do without it. And NHU-PAC is an integral part if the ILL system.
1	We use the union catalog and interlibrary loan service heavily. We rely totally on the state library for databases - being small we cannot afford. The training and help we get from the professional staff have kept us current and the downloadable audios are another very expensive service we can only offer because we share in the costs.
1	With our very small budget, we depend on ILL and van service to provide our patrons with those books we are unable to afford or choose not to purchase.
1	As a small library that services two other even smaller communities, the Gorham Public Library depends on the expertise and resources of the NHSL to provide a wide range of services. NHSL staff members Bobbi Slossar and David Harris have been instrumental in training and giving on-going support for the Downloadable Audio Book Program and NHU-PAC. The ILL and van service is vital to our readers; with a small budget, we could never offer such a wide range as is offered through this well-staffed and -maintained service. Our patrons also enjoy the use of the databases -- again, given the poor economic reality and outlook in Northern New Hampshire, I cannot stress enough how important and vital these services are to the cultural lifeblood of the community.

Count	Response
1	Statewide database and van service make ILL easy. Tremendously important for sharing resources. Seed money for new innovative projects is of special importance in rapidly changing times. Few libraries can budget for innovations that aren't clearly defined, and these not-yet-defined innovations are very likely our future. We need both resources and leadership in this area.
1	We are rural with a small budget. The State Library provides resources our patrons would not have in the form of databases and ILL delivery that expands our services exponentially. Training allows staff to stay current with national trends. NH appears to be underfunded by the legislature at the State Library level compared to other states. Trickle down LSTA funding is critical for us to maintain viable services for our community.
1	Without the van service, we would not be able to serve our patrons with interlibrary loan. Of course, NHAIS/NUPAC connects us to the "library world" and keeps us "in the loop" of library related information.
1	The van service is by far the most impactful service to our library. We may not do the volume of larger libraries, but the service helps us serve our community better by providing access to library holdings throughout the state.
1	The van service and state databases are vital to help us fulfill the needs of our community especially in this economy. The downloadable books service is the fastest growing service used by our patrons. New technology such a Kindle, the Nook and IPod make the downloadable books extremely popular with our patrons who commute and travel greater distances to work.
1	NHU-PAC and the van delivery service are the MOST important service. We are a town of about 2,100 in a small building previously used as mobile classrooms. Our space and funds do not allow us to provide a large collection for our members. Interlibrary loan provides our members with the materials they can not otherwise get here.
1	ILL van service is crucial to provide our community with the knowledge and entertainment it requires. It stretches our budget and allows us to do much more with less.
1	THE NHAIS/NHU-PAC SYSTEM HAS IMPACTED OUR ABILITY TO OFFER MORE MATERIALS TO THE PATRONS AND ELEMENTARY SCHOOL CLASSES. IT HAS HELPED US TO PROVIDE A HIGHER QUALITY OF SERVICE FOR OUR SMALL TOWN OF 1300 PEOPLE. THE VAN SERVICE WORKS IN CONJUNCTION WITH THE NHAIS/NHU-PAC OUR REQUESTS TO OTHER LIBRARIES AND REQUESTS FROM OTHER LIBRARIES. THE SERVICE IS ESSENTIAL TO THE PROCESS OF INTER LIBRARY LOAN. WE VERY FORTUNATE TO HAVE THIS SYSTEM IN PLACE. THE DOWNLOADABLE BOOKS OFFER ACCESS TO BOOKS AND AUDIOS TO A BROADER PATRON POPULATION. WE HAVE JUST JOINED THE PROCESS. MANY PATRONS ARE SUPPORTIVE OF THE CAPABILITY.
1	We count on ILL to provide for our patrons. We depend upon continuing education to maintain our service skills.
1	Van service and ILL have a tremendous impact in our library and go hand-in-hand. As a small library we do not have the funds to purchase a lot of items our patrons are interested in, but with ILL and van service we can usually satisfy our patrons.
1	Our library could not afford to purchase database licenses or downloadable books on our

Count	Response
	own, nor could we afford to send our staff (only one of whom is a "professional" librarian) to any continuing education opportunities unless they were provided by NHSL. The van delivery system is absolutely essential to our library for the same reason - insufficient funds. These programs allow us to offer the residents of Antrim access to information we could not otherwise afford. They level the playing field, so that Antrim residents are not penalized because they don't live in a large city with greater resources. Our ability to offer services to our patrons would be crippled without this funding.
1	Van services have a huge impact on our library's patrons. We ill'ed over 3,000 items in 2011. The statewide union catalog allows us to find and access the items our patrons need.
1	It is very difficult to pick just one; the state provides vital services in many areas. The state catalog and the van delivery are two services we cannot do without.
1	The union catalog and ILL requests that will use the van service are accessed every day that my small library is open to make more resources available to my patrons - as well as being able to return the favor to other libraries.
1	Because of our limited budget, we would not be able to purchase databases. Without the van service, we would have to limit ILL to surrounding towns and then have pick up and return the materials. I encourage staff to take advantage of workshops provided each year.
1	Our patrons use the ILL services a great deal and have come to rely on it as the secondary source (our library first) of obtaining materials.
1	As a small, rural library, the services offered through the NHSL (and LSTA money) are a godsend! There is no conceivable way that we could offer these services to our communities on our small-town budgets. The ILL /van program allows us to provide materials that we simply can't afford or have room for; the NHDAB consortium and state provided databases allow us to offer a higher level of technology based services to our community without forcing us to decimate our materials budget in order to balance technology and print collection development. It is also of utmost importance for us to receive continual and updated education. Our field is changing at warp speed and in order to provide our communities with the best possible information services, we need to have access to education opportunities. In short- the LSTA money allows the Goodwin Library to offer excellent information services through sharing resources, collection development protocols that include technology based materials, and the professional development of our staff.
1	Database licensing, van delivery (ILL), and downloadable books have made it possible for us to eke out a few more years in a very cramped building -- we can still provide the resources that our patrons want, without devoting any more physical space to them.
1	Any and all of the services that the State Library provides are a huge asset to providing services to our patrons.
1	ILL is indispensable to a small library like ours so van service and union database are necessary items.
1	The ILL van services enable us to significantly expand the resources available to our patrons and to share our resources with other libraries. In times of shrinking budgets, this well-run program is one of the most commented upon and appreciated by our library

Count	Response
	patrons. We are able to serve recreational, business and scholarly needs of our patrons by locating materials not in the purview of our collection and deliver those items in a timely and cost effective manner.
1	Our staff and patrons regularly depend on the databases for research, and our patron base uses downloadable books extensively. We could not continue to offer the access to a wide range of materials without the van service for ILL, and we also could not offer the professional development opportunities for staff without the timely and relevant workshops offered by the State Library. These services are not just important to us, they are precious!
1	The NHAIS/NHU-PAC, downloadable books, the state databases and the van delivery service all keep our library a valuable resource for the city of Somersworth. Deep budget cuts and freezes in the past six years have eroded the relevancy of our collection. But with the cooperative sharing that these services facilitate, we can offer the resources of the whole state and the online services to our customers at little or no direct cost to them and without increases to their already high property tax burden.
1	The van is easily the most important service to us - though we're a large town for NH, our library is fairly small and our collection very directed toward the population who comes to the library most often. So anything out of those focus areas we are glad to be able to easily acquire from other NH libraries.
1	Patrons frequently request books that are not in our library. The NHU-PAC and van delivery service help us greatly in providing these additional materials to fill our patrons' needs. The downloadable books program is popular -- with so many types of compatible devices, we get many questions on how to download books from the library site, so many questions that we have created a default handout to get people started with, outlining the URLs and the process.
1	Through the downloadable books service, our library patrons borrowed over 6500 items in 2011, at a cost to us of only \$.31 per item! Fantastic stats for a service that grows exponentially in popularity every year.
1	The van has a huge impact in connecting this small library to the broader collections of the larger libraries in the State. Our volume is high enough for two deliveries a week. We appreciate any and all support from the State Library and bemoan the fact that there aren't any state funds for libraries. LSTA is therefore extra critical to our success with our patrons.
1	All the services are so helpful and important. NHU-PAC is invaluable for ILLs as is the van service. The need for both services just keeps increasing.
1	We simply could not meet the needs of our community without the ILL van service, NHU-PAC, the statewide databases, or the Talking Books service. Our library staff does take advantage of continuing education workshops and events through the State Library, and frankly for our paraprofessionals this is the most economical way for those staff to receive timely professional development opportunities.
1	Certainly the van runs and the ebook consortium give our (very small) library a heft it wouldn't otherwise have.
1	ILL is probably the most important service we receive from the State Library with downloadable books coming in a close second. Our patrons rely on the van and the

Count	Response
	NHU-PAC for receiving materials we can not afford to offer and/or do not have the room to offer. Downloadable books are becoming more and more popular and our patrons are always impressed to find out they can borrow these items just as they can physical versions. Weekly we are helping patrons get online and download books. Offering this service allows us to reach those people in our community who do not have the time or ability to come to the library and who still take advantage of our services.
1	Interlibrary loan service is our library's most treasured service--it impacts all areas of our library community's life--people seek interlibrary loan resources to get a job, complete a course, find medical information, follow a passion, build community with book club discussions, the list is endless...
1	I have found the help from NH State Library staff extremely helpful. While the van delivery service is key to our operations here, the help navigating many and varied aspects of public library service in a rural area is equally valuable.
1	Van delivery service has had a huge impact. We send out more than 2500 items a year to other libraries. 20% of our patrons have requested items to be delivered to us by that service in the last year. We could not have honored those requests without the van service. NHU-PAC is the backbone of the system, enabling us to locate items we need for our patrons. We and our patrons utilize NHU-PAC repeatedly every day. I am getting more and more requests for items from other libraries because our patrons are now checking NHU-PAC themselves.
1	Van delivery is crucial. It provides patrons with materials that because of budget constraints we can't purchase.
1	Small libraries can't physically or financially have all the books their increasingly diverse patrons request. Interlibrary loan is essential. The van makes transactions SO much easier: no mailing envelopes, no postage, no trips to the PO. Time is money. We do 1500+ ILL transaction a year; that is a lot of staff time and \$\$\$s. And the fact that we share our resources makes each library's purchases more valuable. The price of the book can theoretically be divided by the state population, not our small town's. Also I appreciate the fact that a book I may want is housed somewhere else because my shelves are full!
1	The education component allows staff to be kept abreast of current topics and issues in the field; especially technology (ebooks, downloadable, etc). The inter library loan system (all parts including NHU-PAC and van service) is a staple to our daily operations. This service allows us to fulfill nearly every one of our patrons' requests without having to add thousands of dollars to our budget to purchase those additional materials, that may never see use again.
1	Van service and downloadable books continue to be the services that make the biggest impact on our library. Our patrons are dependent on these services and the demand continues to grow.
1	Because of severe budget cuts at the local level, especially important to us is the van delivery service, downloadable books and the statewide databases, which are the only ones we have.
1	The State Library van system is wonderful. Without it, we would have to stop the three children's book clubs, the teen book club and the two adult book clubs. Once a month we borrow between 80 and 100 books just for book clubs. In addition we are able to offer

Count	Response
	our small town a wider selection of books through ILL. This would not be possible without the vans.
1	As an academic library in the state, we use NHU-PAC for interlibrary loans (lending and borrowing) daily. We also rely on the van service to interface with the NHCUC van to deliver materials (sometimes bulky heavy book sets) quickly and economically.
1	We seriously miss having a library consultant here in the North Country especially since we are so far from the rest of the state and the State Library. Van service is a NECESSITY up here where we are geographically spread out.
1	We could not function without the statewide union catalog as we are not automated; we use the NHU-PAC as our on-line catalog for holdings, subject searches. The cost to replace the ILL van delivery system would be prohibitive. As a small library we depend on ILL to fill our patron requests....and we loan out about the same number as we request!
1	Being a smaller library with limited space, we rely heavily on ILL services. We actually take the availability of titles on NHAIS into consideration when weeding. NHU-PAC is invaluable for this and for other cataloging questions/answers.
1	The interlibrary loan union catalog and van service allow us to serve people we couldn't otherwise. Students, homeschooling families, book group participants, lifelong learners -- all benefit weekly from our access to the whole state's library collections.
1	The NHAIS, van delivery and audio and ebook program are vital to the services we can provide in a small town.
1	Our library is very small and the interlibrary loan and book delivery van system are crucial to our being able to keep up with the demands of our patrons. If it wasn't for the van system we would lose a lot of our patrons.
1	The downloadable books program has brought people into the library for library cards who have lived in town for years without ever having visited the library.
1	The NHSL van delivery system is the glue that links all of the state's libraries together and makes inter library borrowing practical. No other service has this immediate impact for our customers.
1	As a small rural library, the access to materials provided by the NHSL ILL service is an essential service.
1	NHU-PAC has helped us with cataloging, ILL requests, and collection development. Downloadable has helped increase our circulation. People come in to get cards so they can use downloadables and become aware of all of our other services. Van delivery has helped deliver ILL requests to and from our library. This is so important with budget cuts. We are able to provide books to our patrons that we might not have the funds to purchase.
1	I work part-time at a one person rural library and I have my NH library certification. The state consulting services have allowed me to offer the very best services with as wide a variety to our community as possible, and to do this right. My most recent consultation regarded setting up a database and making it accessible to our patrons without violating terms of the in-library use contract. It is a challenge for one person to keep up with ALL aspects of librarianship, esp on a part-time basis and I very much appreciate that I can

Count	Response
	ask for knowledgeable help or advice when it's needed. For me, NHU-PAC and the van go hand-in-hand, As a professional I rely on these services heavily, and our community gets terrific service. My budget does not allow for a great number of materials to be added to our collection annually and I try to focus my purchases on what will circulate BEST in my town. Still, there are items people want that I am able to put into their hands in a 1-2 week turnaround. Most of the time, it is a single person who wants one item, one time. That doesn't make it a good collection investment. In this tight economy, I'm proud that we can offer these services to our patrons. One of my newer patrons mentioned to me that she is used to libraries in New York and Washington, DC. and she is amazed at the services our library is able to offer. Truth to tell, anything electronic, any databases, any ILL services are all possible through the LSTA funding. I am not able to attend as many workshops or continuing ed classes as I would like due to budget and time constraints, I wear a number of hats in addition to librarian. I am selective in the ones I can attend and I make sure they have contexts I can apply to my situation in my community right away. I may not be able to transform my cataloging to the bookstore model, but I have combined our entire non-fiction collection - juvenile through adult - and I like the idea of combining sections in the 800s to make them easier for people to use. I can probably change that after the annual report writing season is finished. I believe libraries should be vital places in a community, not someplace one goes to once in a while because "it's good for you" like an annual flu shot. This IS the place of recreation and culture in this community. It wouldn't be without the support of the services through the NH State Library and its LSTA programs.
1	Both ILL services (including van delivery) and downloadable books have the greatest impact because patrons directly see this LSTA money in action. We are able to get materials for them in formats they want which wouldn't be possible at the same level using on the library's municipal budget.
1	We could not carry out our mission efficiently without the state-provided components supporting interlibrary loan -- the shared catalog, the vans. We would be hard-pressed to introduce new technologies to our patrons without first having been introduced to them through state library consulting and troubleshooting. Nor could we, on our own, have the bargaining power or wherewithal to negotiate contracts relating to databases or to instigate new projects like downloadables.
1	Interlibrary loan and van service are the most used and what we and our patrons depend on. We just can't purchase everything someone may want and it's amazing that we can generally find everything our patrons want in the system. The speedy service due to the van also impresses our patrons and keeps them happy.
1	Bobbi Slossar has been a wonderful source of tech info for us old coots. The ILL van and service have been invaluable to our patrons. Without NHU-PAC our processing time for new books would be MUCH longer. Thanks NHSL!
1	We are the third highest lender of ILL in NH and would be unable to continue lending without the van. The union catalog also figures prominently in our ILL activity. The databases that we received from NHSL we would not be able to replicate on our own.
1	Van service and database licensing are items that we cannot afford on our own with our limited budget. Our patrons especially rely on reliable and timely van service for resource sharing with local libraries.

Count	Response
1	We have a number of patrons who want or need access to materials that we cannot afford to purchase, or that have an extremely limited appeal to our community. The statewide union catalog and van delivery service have allowed us to meet these needs while staying within our budget, which has been level funded for the past 3 years. They have also been valuable tools for our local authors and students doing research.
1	We could never afford to have downloadable audio or ebooks without this program. We also could not afford the databases provided through these funds. We use ILL constantly to fill in where we have no funds to purchase items. These services are integral to getting our citizens what they need.
1	The ability for small/medium libraries to access and share resources with all the libraries in the state is the most important public service that each library can offer patrons and would not be possible without NHU-PAC, NHAIS ILL, van service, as well as, shared online databases and services. Without support from a statewide system, each library becomes isolated and extremely limited in the resources that can be offered to citizens of each community.
1	The continuation of the van service is critical to our survival as well as the health of the GMILCS Consortium of libraries of which we are a part. The connection to all NH libraries is valid for the survival of all of us.
1	The van delivery service provides Chester Public Library patrons with items from other libraries that we cannot afford to purchase. It save our patrons money by eliminating a need for them to buy the item they need. The databases provided by the State provide Chester Public Library cardholders online resources that the Library would not be able to afford on our own. They allow the Library to be a virtual 24/7 library.
1	The van service and related NHU-PAC catalog provides hundreds of our patrons with materials not owned by this library -- materials used for both research and pleasure. It also provides dozens of copies of titles selected for book discussions - the cost of purchasing would be prohibitive. Providing seed money for innovative projects, such as the downloadable books programs, benefits everyone: the resources required to initiate such programs -- including time and expertise -- are out of reach for many of us.
1	Interlibrary loan allows those of us who live in rural areas to have access to thousands and thousands of books, CDs, and DVDs.

3. On a scale of 1 to 5 with 1 representing "No/Very Low Impact" and 5 representing "Very High Impact," please rate the degree to which each of the following programs has a positive impact on library services on a STATEWIDE basis. (Please select "0 - Don't Know/Can't Rate" if you are unaware of the program or lack the information needed to rate the service.)

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
Consulting services to New Hampshire libraries	18.1% 28	4.5% 7	7.1% 11	11.6% 18	28.4% 44	30.3% 47	100% 155
Statewide Union Catalog (NHAIS/NHU-PAC)	1.3% 2	0.6% 1	0.0% 0	3.2% 5	6.4% 10	88.5% 138	100% 156
Talking Book Services of the New Hampshire State Library	35.7% 56	7.6% 12	6.4% 10	14.0% 22	20.4% 32	15.9% 25	100% 157
Statewide Database Licensing	7.7% 12	0.6% 1	1.9% 3	10.9% 17	24.4% 38	54.5% 85	100% 156
Collection development and preservation efforts at the State Library	19.2% 30	4.5% 7	11.5% 18	19.9% 31	25.6% 40	19.2% 30	100% 156
Van delivery service	0.6% 1	0.0% 0	0.0% 0	0.0% 0	3.2% 5	96.2% 151	100% 157
Seed money for new or innovative projects (e.g., downloadable books)	3.9% 6	0.6% 1	1.3% 2	3.9% 6	21.9% 34	68.4% 106	100% 155
Continuing education events/workshops/online access	7.1% 11	0.6% 1	5.8% 9	8.3% 13	25.6% 40	52.6% 82	100% 156

4. Briefly tell us about the impact that you think your highest ranked service or services has had on a STATEWIDE basis.

Count	Response
1	Again without the van and NHAIS, libraries would not be able to function as well.
1	Again, I think it's the van service and NHPAC. This helps us provide so much for our patrons.
1	Again, van delivery and state catalog aid all libraries.
1	Again, we could not function appropriately without those services!!
1	Continuing education: very much needed, and no one else is offering it.
1	Highest... Van delivery service for the ILL services.
1	I feel the same as I did for the local level importance.

Count	Response
1	I think most libraries would say ILL and continuing education are equally top ranking.
1	ILL saves time and money.
1	In these economic times, statewide licensing and purchasing make sense.
1	On a statewide basis, all the services listed benefit small and large Granite State libraries.
1	Really, it would be the same as my statement for our own library.
1	Resource sharing via ILL means that we can cater to all our patron's interests.
1	See previous comment.
1	Sharing resources allows the residents of this state to have equal access to information.
1	Statewide, either the van service or the seed money for downloadable books
1	The van delivery service is the most efficient and cost effective means of resource sharing.
1	The answer to question two applies here as well.
1	The van delivery service enables all libraries to try to meet patron needs.
1	The van delivery service helps level the playing field for all the libraries in the state.
1	The van delivery service is definitely a valuable asset to all the libraries in NH.
1	The van service since we all use it.
1	They either support our ILL service or provide online services and support for the same.
1	Union catalog and van service effect all libraries in the state.
1	Van service - Libraries would not be able to ILL statewide without the van service.
1	Van and databases
1	Van delivery is essential to the Interlibrary loan system in New Hampshire.
1	Van service saves every library money.
1	Van delivery allows for efficient ILL statewide.
1	Van service and the NHU-PAC are so highly valued that trustees, staff and the public have made a strong public stand to keep these services. In a state with no aid to individual town libraries this is a way to preserve access to a wide scope of materials.
1	The consulting services--including using technology, collection development, grant funding help, and the listservs for communication--all provide a valuable knowledge base for librarians working in small libraries (and that's a significant majority of us). With this larger network of peers, we share information and by doing so improve library service throughout the state by keeping us all on top of current trends and emerging issues.
1	Just read the listservs on any given day -- it's obvious that NH libraries need and rely on the State Library for expertise and infrastructure that could not be duplicated on a town-by-town basis. These services are a great equalizer, otherwise there'd be a few wealthy libraries and lots of have-not libraries whose citizens would suffer.
1	Organizing and seeding the downloadable book projects jumpstarted a service that small libraries would have had a hard time implementing themselves. There are SO many

Count	Response
	libraries in NH; the State Library's leadership is essential.
1	It is my understanding that many, if not all, libraries throughout the state rely heavily on the support of the New Hampshire State Library for all of the wonderful services its provides.
1	I think all libraries in the state find the van services and NHAIS-NHPAC to be very important - we all use each others' holdings a lot.
1	Consulting services are very important, especially to new directors. Obviously, NHU-PAC is very important to all libraries, The van system is equally important.
1	Consulting and professional development really bring librarians together. As someone who worked in libraries outside of NH, I will say that I feel as though the commitment to the professional side of our NH libraries needs to be taken to a higher level. I feel as though my fellow librarians and I need more professional resources and training than is available.
1	The services made available by the NH State Library are widely used by libraries of various sizes within the state. I am aware of this through conversation and postings to the listservs. We so appreciate the knowledge and resources shared and the sense of support by the State Library!
1	1. In a state of small libraries, van delivery service allows us to have an ILL program in which we can pool our resources and share with everyone. 2. Seed money for new or innovative projects also allows us a way into new services and technologies that most libraries probably wouldn't be able to afford on their own.
1	Because of the poor economic times, librarians statewide (nation-wide, really) have been called upon to fill a huge gap in services for those who are unable to provide their own internet, buy books and other services. Anything that can be done as a state to alleviate these needs helps all of us!
1	Statewide van service is vital to the many small libraries in the state, some of which depend entirely on donations for their collection. Without van service, these libraries would be unable to provide any meaningful service to patrons due to their small size and lack of even the most basic reference and information collections. Many smaller towns are in more remote areas without easy access to bookstores or other libraries so this service is vital.
1	Downloadable audio- and ebooks never would have happened on the scale they have in NH without the leadership of the State Library. The same point could be made for the statewide databases -- small libraries simply can't afford services like EBSCO, Ancestry, etc. There is no one else in the state with the same responsibility for preservation on a state-wide basis of materials specifically related to NH history and culture (local authors, government documents, etc.) Finally, everything already noted about the ILL service, of course, also applies to the vast majority of libraries in NH, which tend to be small.
1	I only know what I read on the NHAIS listserv about how NHSL has helped other NH libraries, but it seems like a lot.
1	These services allow virtually everyone across the state equal access to information and resources. It helps to foster a truly cooperative network of libraries and librarians across the state.

Count	Response
1	All these services make a very high impact on library services throughout the state. Through these services we share resources, avoid duplication where possible, expand our knowledge, and provide residents of the state with the best possible service at the lowest possible cost.
1	Being such a small state with many very small libraries I think all of these services are important!
1	The van delivery service has allowed NH libraries to share resources at a very very reasonable cost.
1	The NH system of each tiny burg having its own library disallows the possibility of all libraries having MLS graduates on staff, so the continuing education is crucial. I believe all of the above services foster a literate and educated public, which is not only the point of libraries, but is a necessity for civilized life.
1	Van service and databases would be cost prohibitive for many libraries in the state without NHSL/LSTA assistance. Both are essential services if we want libraries to continue to exist/ thrive.
1	Because every Library in NH is funded solely through its local community, there is a huge disparity between the "haves" and the "have nots" in library services. Access to information should NOT be based on affordability- and the NHSL has done an excellent job leveling the playing field by providing statewide access to materials and services for all libraries.
1	Libraries throughout New Hampshire need the van service, NHU-PAC, the online databases, and the Talking Books service in order to equally serve all of the residents in the state. In particular, NHU-PAC and the van service allow all libraries to be cost effective and efficient, sharing materials throughout the state and lowering both direct and indirect costs to those individual libraries. Most important is the equal access - we know that if we don't have something a patron needs, most likely another library in the state will have it and we'll be able to get it for them.
1	Because New Hampshire has so many small public libraries, the services that are provided through the State Library bring resources that these small libraries could not otherwise afford.
1	ILL van service and NHU-PAC enable all libraries in the state to share materials which aids in preserving our budgets while meeting the needs of our patrons.
1	Access to information for our patrons that we may not be able to afford on an individual basis (database licenses). The others are instrumental in making it easier to do our jobs- and the knowledge to do them with!
1	Again, there are many small and underfunded libraries like ours that depend on not only the shared resources of the entire state but also on the training and expertise available through the State, and we would suffer greatly in services and training/professional development without such access.
1	The ILL and van services, downloadable audios, the databases, and continuing education events have the most impact statewide.
1	The van is essential in helping the smaller libraries serve their patrons as well as the bigger libraries.

Count	Response
1	Again the state vans are invaluable. Many libraries would not be able to serve their communities as well without them.
1	NHU-PAC, the van seed money and continuing education enable all the libraries throughout the state to offer the same high level of service and materials.
1	I would say that the van delivery system has a huge impact on all the libraries as the cost of everything is going up. We depend on each other to provide the books and other services our patrons demand.
1	Seed money has enabled NH libraries to develop ways to keep up with ever-changing technology and formats such as ebooks by collaborating in start-up funded by LSTA.
1	The highest ranked service has to be the van delivery service. This has enabled a communication and sharing of materials that would be impossible for individual libraries to provide.
1	Again van delivery service has the greatest impact statewide for all libraries to be able to share resources.
1	The van service is extremely important statewide, especially to communities that cannot afford the widest selections of items, as they can offer to get items to their patrons from other libraries.
1	The union catalog provides the doorway for sharing of collections, strengthening each local collection through the totality of library collections statewide.
1	Training through continuing education programs is essential in this wildly changing world -- and we all count on the State Library to provide it. The ILL service, provided through NHU-PAC and the vans, is available to all public libraries --- it levels the playing field, making all collections available to everyone -- all benefit. Likewise, the creation of innovative projects - such as downloadable audio and ebooks, and electronic databases, leads the way to the benefit of all --- most libraries could never afford individual subscriptions to the databases, with their vast stores of information. The State Library is providing critical services to all.
1	The response from the libraries in the state regarding the ILL system was very significant. I believe that all the libraries in the state rely very heavily on the ILL system.
1	The interlibrary loan van service has a huge impact on all state public libraries, especially those smaller libraries in rural areas with limited budgets. Small libraries rely on the interlibrary loan network to extend their collections, allowing access to material not available locally. The van service helps us to get the information our patrons need in a timely fashion, at a more efficient cost than we would incur if we had to use the U.S. mail to send items back and forth.
1	What is true for us as a small library is also true for all the other small libraries in the state and, to a lesser extent for every library in the state since no one library can afford to purchase everything.
1	The van service, the union catalog and the coordination and seed money for new projects (such as the Ancestry purchase coordinating, or the NH Downloadables) are definitely of great importance to the state. It helps us work as a group even though budgetwise, because of the town systems, that would be otherwise impossible.
1	Libraries in NH benefit from the collective coordination provided by NHSL. Small libraries

Count	Response
	could not afford individual ILL delivery, union catalog, database licensing, consulting, or development of innovative projects.
1	I think NHAIS/NHU-PAC and the van together impact every single library in the state in a positive manner and improve service at all levels.
1	Van service has enabled our library to get almost any book, audiobook, DVD, etc. that our library patrons need. The fact that it is a free service to them means that anyone can take advantage of this service. It also allows the library to purchase materials that many patrons will like, but at the same time having access to something only one or two patrons would be interested in. The van service is wonderful
1	Again the van service is imperative to providing patrons with up to date literature and technology.
1	Van service is so important. We see consultants at our co-op meetings and it's been very helpful especially in such a fast changing computer/electronics world. Databases and downloadables are important to all libraries especially small libraries and help us with space limitations.
1	The services of the State Library have helped all the libraries in the state share our resources, save money and offer programs that might not otherwise be available in the state.
1	The van and union catalog service offered by the State Library through LSTA funding enable us to support sophisticated research, supply materials for book discussion groups, and save shelf space and budgetary monies by supplementing our collection. We see the impact every day.
1	Van/audio-books/NHU-PAC - we're all so small this gives us a chance to work as one BIG library.
1	I feel ALL the listed services are vital to the public libraries as a whole. Each has a special need at many, if not all, of the libraries.
1	The van services benefit the entire state with the sharing of resources that would not be financially possible to obtain individually.
1	ILL - We have patrons with elderly family members that need large print titles, we have a few but once those are exhausted it is ILL to the rescue! Children who wish to read series with 30, 40, or 50 volumes....no problem...ILL to the rescue! Someone is getting a higher degree and requires academic materials we just don't carry...ILL to the rescue!
1	NHU-PAC is an invaluable resource as it represents a collaboration of all the libraries in the state.
1	Library budgets continue to shrink and we need to continue to pool our resources to maximize our dollar and services to our patrons. The State Library should be leading the way.
1	We all benefit from the efforts of the State Library's services. Those few dedicated people serve the state immensely, and are doing so on a shoestring, a long shoestring, that ties NH libraries together.
1	Sharing electronic services has allowed even the smallest libraries to offer current research information to patrons that they would never have had using the few outdated print resources that they could afford.

Count	Response
1	MANY SMALL LIBRARIES IN NH WOULD SUFFER FROM THE LACK OF ACCESS TO OTHER LIBRARY COLLECTIONS. THIS SYSTEM MAKES SMALL LIBRARIES VIABLE AND HELPS THE SMALL LIBRARIES TO PROVIDE BETTER SERVICE TO THEIR PATRONS.
1	NH has so many small libraries that utilize the inter library loan program and the van service for delivery of these loans. Ebooks are increasingly popular and the demand is growing for these. Most libraries in the state use NHU-PAC for ILL and cataloging. Many librarians take advantage of the workshops offered in the state. All of these services are very important.
1	Being able to share our collections with other libraries through NHAIS/NHU-PAC. The catalog is a tremendous informational tool for making purchasing decisions and cataloging decisions. Sharing our collection with other library communities keeps our collections active and provides patrons statewide with a great assortment of up to date and classic materials.
1	Downloadable ebooks/audio-books are growing in importance. If not for the NH consortium, libraries would not have the capability to provide this service.
1	NH has many small communities with small public libraries, many in situations which mirror my community's. When the van delivery service was recently scrutinized, I knew this would be detrimental to the services we offer, and the outcry across the state's communities, the people who rely on the services, not primarily the librarians who deliver them, echoed my own concerns. When I asked patrons to please consider signing a petition or contacting their representatives, it opened many eyes to HOW the services are provided to them. One well-educated woman said, "I never really thought about how you got the books for book group. I thought they appeared like magic." There isn't a lot of visibility for some of the most heavily relied upon services our communities use, but we'd be unable to offer ILL services or keep up with some of the current trends without them.
1	Same as answer to previous question pertaining to our library. The van service has made it easy for this library, in a rather wealthy community, to ship pristine donations to libraries, around the state, that do not have the budget to supply items that we receive duplicates of. As a founding member of the SRP committee (back in 1989), I can honestly say that without accessibility to the state's libraries through the van, the program would never had made it off the drawing board. I could go on and on.
1	The items listed above are all appropriate and necessary services of a statewide institution. There are economies of scale in having a single statewide body manage programs that benefit individual local libraries. Group purchasing, database management, continuing education, the van service, can and should all be managed centrally with the most effect for all. The State Library can also monitor what is going on across the US and bring those learnings to bear for local libraries.
1	Our patrons appreciate the added technology of the downloadable books which I'm sure other libraries find satisfying also.
1	Again, I would highlight the van delivery service as crucial, especially to the state's smaller libraries.
1	The NHSL van service continues to link our libraries together and makes statewide borrowing practical. The van service and NHU-PAC make a daily difference for our customers; seed money for new projects and continuing education keep our libraries and

Count	Response
	librarians prepared for the future.
1	Sustaining these services are crucial to the health of all of the libraries in the state. Without them, numerous book discussion groups would never be meeting as most people don't have the funds to purchase their own copy of a book. Without them, most small libraries in small communities would not be able to offer the costly research databases or downloadable books. Without them, citizens all over the state would not have free access to scholarly or unique books. The list of the benefits these services provide to our state is endless, making it citizens smarter, better informed, and culturally enriched.
1	Getting ILL materials must be essential especially to the smaller libraries in the state which cannot fulfill patron requests from their own collections. This becomes especially useful in budget shortfall seasons where small budgets can't support heavy collection development.
1	Again, ILL service and database availability are crucial to meeting educational needs by providing resources to NH residents.
1	From speaking regularly with peers, I have learned that many libraries share the problems and needs that are so well served by State Library services.
1	The van service has allowed libraries all over the state to share resources and the continuing education also allows librarians all over the state to learn and collaborate. The collection development and preservation at the state level allows smaller libraries to have access to materials not otherwise obtainable.
1	We have more people coming in to get a card because word of mouth has gotten around that we have all of these services available to our patrons. I've even had people come over from Vermont (which is right across the bridge) to get information they need.
1	Leading the way to making an ebook collection possible for small and medium libraries has helped to make libraries even more relevant in their communities. When we first investigated an individual OverDrive account, the costs were so out-of-reach that we could never have offered the service to our users.
1	NHLA has been doing more continuing education events and workshops because the State Library hasn't been able to fund this lately. While NHLA is happy to help, this really should be the role of the State Library and I wish that they had the funds to do this.
1	The van service makes a huge difference in the ability of all the libraries in the state to offer their patrons a wide variety of materials.
1	ILL van delivery service means materials can be shared, so that individual libraries do not need to buy, shelve, and maintain an exhaustive collection, yet patrons have access to a large and varied collection.
1	The van delivery service and downloadable books impact everyone; no library can have it all. They allow us to share resources.
1	Several services at NHSL make it possible for the end users across the state to have equitable service.
1	The interlibrary loan and van service provide our small town library patrons with access to many more titles than we could possibly afford. Through information and help on the library listservs and at conferences and workshops, the State Library staff offers great

Count	Response
	support to small town librarians, solving problems and trying to keep up with the changes in the library world.
1	Again, the van service and NHU-PAC have allowed us to create a strong and vital consortium of libraries in the state who offer constant support to one another.
1	The databases provide needed options for libraries that might not be able to get them on their own.
1	Since we have no other statewide support for the many small-town libraries in New Hampshire, what services we do get (see above) are vital to expanding what we can offer our patrons.
1	These funds help to make lower income towns able to provide similar services to larger communities. Without this, we would be creating second class citizens in lower income communities.
1	NHU-PAC for ILL and cataloging; van delivery to deliver ILL items to and from libraries. Downloadables to provide patrons access to ebooks.
1	All libraries depend on the services that the State Library provides, especially the small libraries, serving under 2500 residents.
1	The van service is without a doubt the most valuable service statewide. Without it many libraries would be unable to provide any decent level of service to their patrons.
1	I don't feel like I know enough what other how other libraries are affected. I have an idea, but not enough to rank anything but the inter library loan van delivery service. We heard such a tremendous outcry when we were afraid we were going to lose it, it's obvious that it's very important.
1	The van service gives all NH residents EQUAL access to all material regardless of size of community or resources allocated to their libraries.
1	ILL provided through NHU-PAC and van delivery provide all NH libraries the ability to share collections. This is essential in providing efficient and reliable service to our patrons.

5. Which of the services or initiatives listed offers the greatest VALUE to library patrons? Please explain why you selected this service.

Count	Response
1	All programs that allow us to share resources offer equally important value.
1	Downloadable books and ILL (van) services.
1	Downloadable books, ILL van service. Databases
1	For us, it would be the interlibrary loan service.
1	ILL maximizes access to resources.
1	ILL
1	ILL (vans and NHU-PAC)

Count	Response
1	ILL - sharing of resources by many libraries.
1	ILL = What single library can provide separately that which ILL allows us to provide together?
1	ILL van service--demand high
1	ILL- material resources
1	ILL lets us offer more with our limited budget.
1	In our library the service that impacts patrons the most is the van service.
1	Interlibrary Loan. Because our members live in a small town access to quality books is limited.
1	Interlibrary Loan...as expressed on preceding pages.
1	Interlibrary loan service
1	Interlibrary loan services using the NHU-PAC system
1	Interlibrary loan. To be able to borrow almost any book without a fee is a huge value.
1	NHU-PAC so that we have access to all materials within the state which saves us money.
1	NHU-PAC for information and sharing materials.
1	Probably NHU-PAC. Helps with cataloging, ILL,
1	See 4 above.
1	Shared cataloging, because books go from postal delivery to on the shelf much quicker.
1	THE NHU-PAC/NHU-PAC AND VAN SERVICE PROVIDE THE BEST ill SERVICE FOR OUR STATE.
1	The van.
1	The van service.
1	The van. Without the van small libraries would be limited to small collections.
1	Tie between the EBSCO licensing and ILL van service/NHU-PAC.
1	Van Delivery Service
1	Van service, it allows patrons of smaller libraries to access virtually any book in.
1	Van and union catalog change our collection from smallish to almost unlimited.
1	Van delivery opens up a world of books to everyone.
1	Van delivery and downloadable books. See initial comment.
1	Van delivery service
1	Van delivery service -- great bargain for libraries and library patrons statewide.
1	Van delivery service. Regardless of financial background, all patrons benefit from this service.
1	Van delivery service; database subscriptions
1	Van delivery service because it expands the walls of our library to include the whole

Count	Response
	state.
1	Van delivery. See first page of survey
1	Van for inter-library Loan, NHU-PAC for ILL and in-house cataloging.
1	Van for patrons, databases
1	Van service
1	Van service - if they use it. It's free and works very well.
1	Van service - it helps share resources with everyone in the state.
1	Van service allows libraries to share resources.
1	Van service is a demonstrable cost effective way to share resources throughout the state.
1	Van service provides the biggest bang for the buck.
1	Van service is extremely cost effective and allows for resource sharing throughout the state.
1	Van service.
1	Van service expands a library's collection exponentially.
1	Van service. The ability to transport an item for less than 50 cents is a HUGE value.
1	Van service. We can easily borrow books from libraries that are far away.
1	Interlibrary loan van delivery (and all linked services)
1	Van service - we can't do ILL without it.
1	Van service is the most used State Library service in our library.
1	Absolutely the van service. It is the most widely used across the state and gives the best value. It is also irreplaceable. Patrons may have to go elsewhere for downloadable books. Librarians can take education classes online, but if we didn't have the van, that would have the greatest negative impact on the state's libraries.
1	For our library the ILL service provides the greatest value to our patrons allowing us to fill in the gaps in our collection and offer our patrons a greater variety of materials.
1	ILL. The cost in administering our ILL service is peanuts compared to what it would cost us to bring in all those items-even if we are only talking SHIPPING, not purchasing!
1	The ILL van has the greatest value. We would simply not be able to offer this service without the State Library.
1	ILL because if we don't have it, we can get it. I would consider downloadable books as well; however, there is too much competition for titles (which is understandable) and, despite its growth, people are still reading the old fashioned way. But, it's important to note that we are going to need more for the future.
1	The van service and downloadable books...our 2011 statistics speak for themselves... Van and interlibrary loan service: Items sent - 2,138, Items received - 2,129. Downloadable books usage - 2,409.
1	Statewide databases. Price negotiations are favorable even for those libraries that could afford to purchase databases on their own.

Count	Response
1	Interlibrary loan offers great value to our patrons because they can get what they need even if we do not have it here. This includes the van and the statewide catalog.
1	I think the ILL through NHU-PAC and van service are very valued by patrons as needs are diverse and we can't get everything for everyone without help from other libraries.
1	Van delivery and the NHU-PAC system offer what we tell our patrons is access to every library in the state -- that is a huge value.
1	NHU-PAC combined with the van delivery service offers the greatest value to library patrons because we are often able to obtain materials for them that we do not have or can not afford to have.
1	The union catalog has the greatest impact, because it allows us the very basic foundation of interlibrary loan service.
1	The statewide catalog, the seed money, the databases which we couldn't afford to offer on our own, and obviously the van service.
1	The van delivery service. Patrons would not be able or would very much dislike paying postage to borrow books.
1	Van service - We can only purchase so many books with our budget and the van service allows our patrons access to books we may not have.
1	All the services listed offer great VALUE, but the services that affect the most people are the van service and indirectly NHU-PAC.
1	The ability of the union catalog to show us what is available in the State and the van to get the materials to the library probably help our library patrons the most. Every week we have numerous requests for materials not owned by our library. Rather than have to say no we don't have it, we can say we don't have but can try to get it for you from another library. Our patrons appreciate that.
1	The state wide catalog provides access to all the affiliated libraries and our patrons make great use of this.
1	The interlibrary loan service. It lets us provide the services that our patrons want without having to purchase a ton of books.
1	The NHU-PAC and the van service together right now provide the best value to library patrons. They give people one place to search to see what other libraries have and allow them to borrow those things easily.
1	Interlibrary loan/union catalog. This is the service that reaches the most people and delivers materials directly into their hands.
1	Van delivery allows local libraries to focus on resources that have the greatest amount of use and yet still be able to fulfill almost any materials request.
1	The combination of the union catalog and the van delivery service are putting books into the hands of those could not otherwise read them, and the databases are similarly providing a wide range of resources in the hands of patrons who could not otherwise access them.
1	Interlibrary loan/van service at the present time and due to the current economic state. Patrons rely on the van service to deliver ILL from other libraries which in turn allows them to obtain items we are unable to provide due to budget cuts.

Count	Response
1	NHU-PAC and interlibrary loan van system offer the greatest value, both monetarily and culturally. Our budget couldn't begin to cover the cost of all the materials folks borrow, nor could it even pay shipping for borrowing such items.
1	Van service for interlibrary loan. Library patrons have access to materials statewide and would otherwise be limited to individual library holdings.
1	ILL/van service/union catalog allow every library the opportunity to offer materials to their patrons that would otherwise be unavailable. By sharing resources, every library essentially multiplies its "collection" by the number and titles held by every other participating library creating access to an extraordinary amount of information.
1	The van delivery service offers the greatest value. In no other program can you receive a free book that only cost forty cents to deliver.
1	ILL - because it keeps costs of individual libraries down. Downloadables - because patrons can access books from anywhere. Research - to find all kinds of information
1	Currently the ILL van service has the greatest value to patrons as it expands their access to resources at a low cost. This resource sharing would be extraordinarily expensive if individual libraries had to mail each item back and forth.
1	Right now, I'd say the van delivery service, mostly because it's something we do well in NH - something that could probably be a model program for the rest of the country, and it's done at a cost much lower than traditional delivery methods. With NHU-PAC down, and the various work arounds with cataloging and making requests, plus considering it goes hand-in-hand with the delivery services, I'd place it at a very close second. How effective it is isn't something many of us think about until it's not working correctly.
1	Van delivery system because being a small library we couldn't offer our patrons all the books they ask for.
1	Van service/ILL...patrons get items quickly and efficiently and it meets the needs of those doing higher level research or accessing lesser known topics.
1	Digital products/ebooks/ejournals/emagazines/enewspapers. Access for all, all the time. Greatest outreach and impact.
1	ILL through vans and NHU-PAC --- the \$\$ this saves libraries collectively has been well documented.
1	The union catalog and van service. Patrons can borrow materials AT NO ADDITIONAL COST (besides their property tax).
1	NHU-PAC coupled with van delivery service has been of greatest value to allow patrons to access resources from libraries statewide, saving personal and library budgets.
1	It would have to be the van delivery service but that would not be possible without the underlying service of the union catalog/ILL program.
1	Again, the ILL and van services are a tremendous ROI and one we really could not easily do without.
1	The greatest value to patrons is probably NHU-PAC because we and they can locate materials quickly.
1	Van service has the greatest value because it provides people with the materials they want and need no matter where they are in the state.

Count	Response
1	Van delivery service expands our collection and allows us to provide materials we would never be able to afford. Those things help us gain support for our users.
1	ILL van services and NHAIS are very important for our library and our patrons. We do a lot of ILL borrowing for items we don't have in our collection ranging from children's books to DVDs.
1	For us, it's the van and NHU-PAC. As a small town, we find that the need for databases is not that great, as is true with some of the other services, at least not for our population. But actually getting materials (and in the past that's included services for the blind) is very important to our patrons.
1	The van service. Without this service we could not offer many titles to our patrons. Also book groups use this service. Postage would be too expensive for us and we would have to ask our patrons to pay for this service if they wanted the items.
1	I think the van service offers the greatest value because items are shipped much more economically via the van than they would if they would be mailed.
1	NHU-PAC and interlibrary loan because they open up an incredible range of resources to the residents of our very small town.
1	The van delivery service and NHU-PAC provide the greatest value to library patrons. Access to items from other New Hampshire libraries allows residents to save themselves money by requesting their library to borrow an item from another library. They don't have to buy the item themselves.
1	Van service means libraries can share resources among there patrons at a very reasonable cost. It allows the rural persons and the persons of modest means to have access to materials for enjoyment, education, and person fulfillment.
1	The van delivery service: without it, the entire ILL system would collapse. We are managing without the ILL server at the moment, but moving materials around the state using other delivery services (couriers, USPS, etc.) would cost far more than the van service does.
1	As popular as downloadable books are, I have to say that the van service for ILL provides the greatest value for the highest percentage of patrons. Not everyone has or wants the new technologies, but everyone can use inter-library loans.
1	ILL through NHU-PAC combined with the van delivery service gives our patrons the ability to locate and receive materials not locally held. Students, home schoolers, businesses and recreational readers all use this service.
1	I believe the van service and possibly consulting services. The van service is obviously the immediate service because patrons can get materials in their hands that are not available in their town library. The consulting service allows their librarian to gain knowledge that can be passed on.
1	The dollar cost averaging of the van service has been demonstrated as extremely cost efficient for all libraries.
1	The van service allows us to borrow materials for our patrons at no cost to the libraries or to the patrons.
1	Van delivery service offers the greatest value. It gives patrons access to a tremendous amount of materials at no charge. It saves them from having to purchase materials

Count	Response
	themselves, or bear the cost of a mail or currier service.
1	Once again, the inter-library system and van service allow patrons from every size library to be able to access information from all libraries including the university systems in the state.
1	Downloadable books - more and more people are using this service. Our cooperative gives us a larger collection and helps reduce staff time at each member library. Interlibrary loan van - significant savings for all libraries.
1	ILL and VAN SERVICE - We have patrons with elderly family members who need large print titles; we have a few but once those are exhausted it is ILL to the rescue! Children who wish to read series with 30, 40, or 50 volumes....no problem...ILL to the rescue! Someone is getting a higher degree and requires academic materials we just don't carry...ILL to the rescue!
1	ILL van delivery. From the standpoint of a tiny library with little funding, this has the greatest impact.
1	Van. Only because it has higher use by more of our patrons than the database. The database is critical as well, but not has intensively used.
1	Interlibrary loan support -- vans, catalog are the biggest bargain going, as we have learned during the process mandated by the legislature.
1	Being able to identify materials they need or would like to use through NHU-PAC coupled with the van service to deliver these materials in a timely way, is most valuable to the average patron.
1	The interlibrary loan van service saves our local library \$6000 every year and represents the greatest value to our patrons. If we had to mail out the 1500 items we requested from other libraries and the 900 items we loaned to other libraries, our library's budget would have to increase by approximately \$6000 to cover postage and supplies. Our library budget only has \$5000 total for new material acquisitions, so spending \$6000 just on postage is not an option.
1	The van service is the one the patrons use and value the most, though the downloadable resources are fast catching on.
1	The ILL van service provides the greatest value. We are able to get most ILL materials requests in a resonable amount of time for an amazing price. If we were to mail materials from one location to another it would be slower and the cost would be in the thousands of dollars.
1	The union catalog and ILL van service go together. They offer access to materials far beyond our own library's walls.
1	NHU-PAC and the van service enable the State Library to serve a resource sharing function that greatly expands our ability to serve our patrons beyond the four walls of our library. It also enables us to make our resources available to others.
1	Van service -- Without ILL, we would not be able to provide the service our patrons expect and deserve.
1	Van delivery service - My book budget was cut in half last budget round, so this helps us to get items our patrons request

Count	Response
1	It's hard to pick one, but if I did, it would be the ILL service. Sharing lots with all in the state just makes more sense than everyone keeping their books to themselves.
1	Database licensing offers our patrons exceptional research capabilities from the comfort of their homes!
1	The ILL service and the van delivery service offer the most value to our patrons. Smaller libraries need this service because we have smaller collections and cannot possibly meet all the needs of our patrons.
1	Inter-library loan. Our patrons can borrow materials that we cannot afford to purchase or have room to house. We can take advantage of the variety materials purchased by librarians all over NH based on the variety of interests that their patron population requires of them.
1	Van service. The economy of scale of a delivery system cannot be replicated on an individual level.
1	The ILL van service and NHU-PAC offer the greatest value to library patrons because of the cost savings realized by each individual library through resource sharing on a state-wide basis. We sincerely could not function well or meet the needs of our town residents without these two services.
1	ILL/van service. Due to budget constraints and small population we cannot possibly purchase all the books our patrons require, especially special interest selections.
1	NHPAC and van service affect more patrons than the other services do. They also help our budgets the most.
1	The van service offers the most direct value to library patrons. Things like continuing education are important, but its impact on the patron is less immediate.
1	I think the van delivery service offers the greatest value to our patrons. If we had to pay to mail the requested items, we would have to severely limit what we requested from other libraries. This would have a great impact on our small town patrons.
1	Our patrons value the van delivery service, which allows them to request materials from all over the state and receive them in a timely manner.
1	Interlibrary Loan: we have a small materials budget, a miniscule postage budget and a small building for residents who have high expectations and a wide variety of reading needs. Workshops: Provide training for staff so that we can assist patrons with new technologies and other questions. Databases: provide expensive products to all libraries at a much reduced cost than if each library had to purchase on their own, thus reducing the tax burden to patrons.
1	The catalog (NHU-PAC) is the greatest value to library patrons. They will know where a particular book can be found. Downloadable books is also a great value. Unfortunately, I am unable to afford this service, though a small number of our patrons would like it and use it.
1	Again, the VAN service, IMHO offers the greatest value to library patrons for the reasons given in the past two answers.
1	Van service, without doubt. It is fast, efficient and, above all, SECURE! There is very little loss and very little waste!

Count	Response
1	The data bases and the van. They are both services that would create great hardship for our patrons should we lose them. Our very small budget wouldn't allow us to retain these services.
1	The ILL and van service hands down provide the greatest value. The interchange of materials allows us all to offer a wider range to our patrons.
1	Certainly the van service, getting materials delivered to your hometown library at an astoundingly low cost.
1	The van service--we have a limited budget for books, movies, etc., and this service enables patrons to borrow items without buying them, which is very important in our area during this economic struggle the country is in.
1	The NHU PAC and van service are inseparable components of our interlibrary loan program and they save thousands of dollars in transport of materials and greatly broaden access to materials not in demand on a local level.
1	The greatest value to library patrons is probably the van service as the items we request result from direct interactions with patrons.
1	Again, I have to say the van service. It enables every library to provide access to so many more materials than their budgets allow.
1	Interlibrary loan (both van service and NHU-PAC). This service allows us to fulfill nearly every one of our patrons' requests without having to add thousands of dollars to our budget to purchase those additional materials, that may never see use again.
1	ILL van and downloadable audios. Less cost per time compared to other forms of delivery. While CH patrons do not use databases that much, they remain a value we could not offer if funded locally.
1	Probably van delivery, as otherwise, it would be impossibly expensive to do ILL. This saves us all a lot of money, which is passed on to the patrons.
1	Van service to get the ILL materials to library patrons at no cost. What better value than getting what you need without having to pay for it?
1	I think the interlibrary loan service and related van deliveries give a very good value for the money. We are able to easily share collections across the state with anyone who needs them.
1	Databases and anything helping librarians fill the technology needs for their patrons would be of value to patrons.
1	NHU-PAC and van service for ILL. See previous answer about the cost of replacing the ILL resources on our own (6% of our budget). Without either of these, we would also have to invest significant additional staff time, leading to even larger financial outlays.

6. Which of the services or initiatives listed has the greatest POTENTIAL for improving library services in New Hampshire? Please explain why.

Count	Response
1	Again, given our particular population, I have to stay with the van and NHU-PAC.

Count	Response
1	Continuing education--how can we keep up without it?
1	DOWNLOADABLE BOOKS - Latest Technology
1	Database services. Having a vast amount of up-to-date information is a valuable tool.
1	Database subscriptions if more are made available
1	Databases
1	Development of new programs is essential for NH public libraries to stay current and relevant.
1	Downloadable books, because this is a growing segment of our business.
1	Downloadable books and audio.
1	Downloadable books promises to be the wave of the future.
1	Downloadable books, ILL vans
1	Downloadle audiobooks because the demand continues to increase.
1	Ebooks and other digital products.
1	Education.
1	Funding innovative projects.
1	I think further education has the most potential. I don't think much explanation is needed.
1	I think having seed money for innovative programs would do much to improve library services.
1	I think the downloadable books.
1	ILL
1	ILL maximizes access to resources and saves most individual libraries money.
1	ILL because of constraints on individual collections not to duplicate expensive purchases.
1	Innovative project area
1	NHU-PAC...it makes everything in the state available to all libraries.
1	New services exploration (e.g., downloadable books)
1	Probably online databases and downloadable audios and ebooks. The way of the future.
1	Seed grants that allow libraries to serve users wherever they are.
1	Seed money for new projects-I love how the Downloadable Books Consortium has just taken off!
1	Shared databases and consortium purchases have great potential for improving statewide service.
1	Statewide technology training workshops
1	The database licensing will help smaller libraries improve the offerings to patrons.
1	They all greatly improve library services in NH already!!
1	Van delivery service

Count	Response
1	Van delivery service - Getting items to patrons is a great service to the community.
1	Vans and databases (online newsstand)
1	Downloadable Books Consortium- every library in the state needs to embrace ebooks.
1	Downloadable books--people want them and we need to have them
1	Seed money
1	Van routes - there has to be an easier way in doing them.
1	Training.....there is no local (statewide) opportunity for classes/training other than that provided through the State Library and NH conferences.
1	Consortium sharing of costs for electronic and/or automation system needs. Each individual library has a tough time shouldering costs for a robust system whether for automation needs or ebooks and it is much more affordable to offer good library services when the costs are shared among libraries.
1	Innovative technology from State Library; especially helpful for smaller, rural libraries to keep abreast of technological developments
1	In an age of new technologies, NHDB allows each library in the state to offer cutting edge access to new formats. Again, very few libraries have the budgets to effect such a thing on their own.
1	I'd have to say continuing education and workshops. Without training and idea sharing it's unlikely libraries will change, and collections aren't the only things that change within libraries. Dewey and LC systems are under scrutiny for use in public libraries; how can we be more user-friendly, terminology is reexamined, technology is constantly changing, etc. There are many more book formats available now than when I began this position 19 years ago. I don't have ALL the good ideas for improving services or making my library more vital and inviting on my own.
1	NHDB. At some point, van delivery won't be necessary, as we'll all be downloading our reading materials. (Personally, I can't wait!) Ebooks and audio-books are too expensive for individual purchases and they are the wave of the future.
1	As more and more materials become available in electronic format, audio books, books, even films, I think the future for downloadable information is growing and, even though there will be demand for traditional books for a while at least, more and more people will be using downloadable formats and that will be the easiest and cheapest way for the State Library to provide for the library service needs of patrons all over the state. I do not believe that the downloadable revolution has yet reached critical mass, but I think this is the future of library material delivery.
1	Training has the greatest potential for improving services as we enter a very rapidly changing electronic services age. Without the networking capability of a central library and technical services employees, libraries would all have to train their own staff, a task some of us couldn't achieve.
1	ALL of the services provided by the State Library actually do improve library services across the State. Van delivery, databases, downloadable audio and ebooks, Talking Book services for the visually impaired, training for Library staff and consultation--all truly improve library services statewide.

Count	Response
1	Downloadable books. Our individual libraries could not afford the cost, but these items are very popular.
1	1. Van service and NHPAC. Since our budgets are shrinking, it keeps the level of service to our patrons high, with providing them with titles they want. 2. Would be the downloadable audio and ebooks. We couldn't afford this on our own.
1	NHU-PAC and online databases have the greatest potential for improving library services in NH because they allow libraries to share information.
1	NHSL's ongoing development of e-resources such as NHDAB/ Ebooks, and database licenses, either as direct services or on a consortium model, not only allow a more even access to these expensive resources for libraries- they allow all those participating to begin serving a whole new segment of our communities- the "non-traditional" library user. These are the library patrons who get library cards and either because of time, mobility, or just inclination, prefer to access their library services online. Because of these initiatives, library services are available remotely 24/7, they are available to those who are housebound, students, the visually disabled (w/ text-to-talk), and a myriad of other users who either cannot or will not access services through the physical library. Not only are we able to provide information services to these "unseen" patrons, but we also now become valuable to them- increasing our value to- and ultimately our leverage for budget dollars in our individual communities.
1	OverDrive downloadable books will have increasing importance over time. As society moves toward digitized content, the service will keep libraries relevant.
1	The downloadable audio/e-book service will provide the service patrons are looking for. In addition, electronic media will save library space, budgets, etc.
1	That the central main library stays ahead in awareness of new technology, and uses it to streamline information and data about collections, and for the holding and dissemination of information, literature, and art.
1	NH Downloadable Books -- if it ever reaches the place where 4/5 of the collection isn't checked out. The ability to "visit" 24/7 is convenient.
1	Van delivery, interlibrary loan, and downloadable books have allowed us to increase the amount of materials we can offer our patrons immeasurably. The educational services, provided to our staff, help us to provide the best possible service to our patrons while helping us to stay current with the continuously changing library world.
1	Databases for libraries that can't pay for them make the availability of information more equitable for patrons.
1	Continuing education-- If librarians are on top of their game, they can be more helpful as times change.
1	Seed money for innovation is critical to exploring and improving library service in NH. The Downloadable Books Consortium would have been impossible without seed money and leadership from the NHSL.
1	Both the consultation services and continuing education events and workshops are very important is helping libraries keep up with the changing roles and challenges we are facing not only with changing technology, but also with the economic impacts.
1	The van gets all our books and interlibrary loan stuff to where it needs to go. It's a cost

Count	Response
	our little library couldn't afford all the time. And the data bases as well. These are services we just couldn't provide on our own.
1	Have to stick with the ILL-related services again. 5% of our patrons' circulation comes from ILL'd materials. Being able to meet their needs so easily and conveniently is such a tremendous boon.
1	I would guess that the offering of digital books, resources, etc., through consortia and special projects, is the way of the future.
1	The need for online offerings such as the NH State databases and downloadable audio and ebooks will continue to escalate and if provided will help smaller, more rural libraries keep current by offering valuable resources to their patrons.
1	Downloadables. I don't know where we would be without the opportunity to be part of this statewide consortium.
1	The hoped for ILS consortium would potentially improve library service by creating a common catalog for many libraries.
1	Perhaps the downloadable book service since more and more people are gaining access to e-readers. Everyone could then have access to books from the comfort of their own home.
1	The Downloadable Consortium is a growing service and has the potential to continue to grow. Usage at my library went up over 80% in 2011. I would like to see more downloadable services in the future.
1	The downloadable and online databases have the greatest potential for improving services, because more and more information and entertainment will be delivered digitally as technology changes and grows.
1	I think the classes/workshops offered by the State Library have the greatest potential for improving library service by enhancing the knowledge of librarians across the state.
1	I think NH Downloadable books is a service with great potential. As patron demand continues to shift towards ebooks, we will need the consortium more than ever.
1	Training: We have a generation of librarians struggling to keep up and free educational courses are the only way many can afford to brush up on new technologies.
1	I would have to say the van service. With increased budget cuts it's going to be important to share items.
1	Downloadable interest continues to grow. A reminder that not all our patrons have the financial wherewithall to use this marvelous tool.
1	The NHU-PAC has the greatest potential as it lays the foundation for all our interlibrary web of interactions here and in the future.
1	Seed money for statewide initiatives. Often, libraries may be able to pay a maintenance/annual cost or pay a lower consortium cost but could not pay the startup fees. NHSL being able to get these things started brings any number of online and other services into the realm of possibility for libraries.
1	Access to other collections via NHU-PAC/inter-library loan, and free delivery of borrowed and loaned materials via the van service.

Count	Response
1	Seed money for new innovations may have the most potential because it would allow the State Library the flexibility to explore new technologies and start initiatives that could further allow access to materials and information across the state. The updating of the NHU-PAC and ILL databases also has huge potential to make searching for materials easier for patrons, make adding and deleting records easier for staff, and make lending and borrowing materials a more streamline and less time consuming project.
1	Database consortia, as the library world becomes more of an online entity, and as the costs of databases is often outside town budget parameters.
1	Seed money for new programs. We are so focussed on using our ILL services as a means of a universal card that we are missing developing other areas of service. Of course, its undersandable given our small population, which affects our LSTA funding.
1	Probably the technology that keeps improving daily and keeps us connected with all other libraries.
1	Van delivery - Most towns have limited budgets and the van delivery system enables libraries to share resources.
1	Maintaining the van service and database licensing but also being innovative with "seed"money to add services we cannot afford on our own collectively.
1	Downloadable books--Adding more materials such as music and video games would have the potential to reach more patrons who use our remote resources.
1	The mix of the union catalog and van. Again, sharing of collections strengthens us all. The database is a close second, providing access to information on a more equal basis throughout the state.
1	The statewide databases can offer access to many things outside the budgets of most libraries and especially small libraries.
1	Seed money. Changes ahead. Most NH libraries aren't on the cutting edge. Seed money facilitates leadership to bring innovations to the table.
1	Technology education is essential to keeping our libraries current. Database group purchasing allows all libraries to add depth to their collections at a a price that the smaller libraries can also afford.
1	Seed money for innovative services allows libraries to work together to stay current in technology and patron services. It opens up the possibility of new models of patron service such as downloadable books, which would be beyond the scope of many town libraries.
1	I would like to see more educational opportunities in places OTHER THAN the NHSL itself, since there's no parking there, not even for staff, let alone visiting librarians.
1	Consultant services offer the most potential in that they provide resources and expertise that could impact the long term success of a library.
1	The most /potential/ is the ability for the NHSL to coordinate new or innovative services amongst the libraries in the state. Other cooperatives in the state tend to be based on proximity or size.
1	I think downloadables as it save us space and keeps patrons up-to- date with electronic resources.

Count	Response
1	Databases- because they offer free access to everyone across the state to the same information only larger, wealthier libraries could afford on their own.
1	Seed money for new programs/ideas/services. This has the most potential because often new ideas arise out of a need- if there is seed money available to help jump start ideas that fulfill a need, a very likely outcome would be more services, more resource sharing, all done in a more cost effective manner. Getting new services and projects off the ground is very costly and time consuming for individuals (person/institutions) - this seed money allows for collaboration and for such ideas to have a chance to get off the ground- a win, win for all.
1	Downloadable books might be expanded in future years to include other types of downloadable media such as music streaming and videos.
1	AS TECHNOLOGY EXPANDS IN THE HOMES OF OUR PATRONS, THE DOWNLOADABLE BOOKS OFFER A GREAT RESOURCE FOR OUR PATRONS.
1	Shared databases. It allows libraries serving rural communities and those with low valuations to afford traditional and contemporary services, for example downloadable books and statewide bidding for books, CDs and DVDs.
1	The van service, the seed money and consulting because of access to materials will improve services to patrons. The seed money will bring innovation and new technology/services to libraries and patrons, and the consulting will bring new knowledge that can be passed on.
1	The consulting services, funds (like those for the downloadable books), and workshops and training.
1	Seed money for new or innovative projects gives libraries a way to get into services they otherwise could not afford. It helps us provide our patrons with the latest and greatest, thus improving our overall services.
1	Continuing education -- both in workshops and online. The better educated and supported the librarians, the better the services we can provide.
1	NHU-PAC. Hopefully, we will be able to have our holdings deleted from NHU-PAC when we delete our records locally...
1	The downloadable book consortium is and will continue to improve the services small libraries can make the newest technologies in reading available to out patrons.
1	Speaking from a medium sized library point of view. We hire as many trained professionals/personnel as we can afford. If we can share the benefit of their knowledge through collection development and thus ILL to benefit smaller communities without as many resources, then so be it.
1	The State Library providing the opportunity for new services such as downloadable audio/ebooks. It creates ways for more people of our towns to use their local library.
1	The downloadable books and ebooks have great potential for improving service because they are becoming very popular. If libraries can meet the needs of the ebookers, we will be the best thing since the invention of the light bulb. Great PR
1	Online resources such as the state databases and the downloadable books. These services allow small libraries to also act as digital libraries, providing patrons access to services 24/7.

Count	Response
1	The van service because it allows patrons access to so many more books than would otherwise be possible in many small libraries.
1	Seed money projects. Without NHSL's help with new technologies, we would shortly become obsolete.
1	The State Library's ability to be a central clearinghouse of ideas and resources could be strengthened even more. Before staff cuts, the ability of NHSL to share best practices and serve local libraries struggling with a range of issues (legal, technical, personnel issues etc.) was important. More of that is needed now.
1	Consulting services at the state library, especially in children's services and technology. Having help from these people is absolutely essential in today's rapidly changing world.
1	The downloadable book program is the future and as a small library with a limited budget, we benefit greatly from the service.
1	I think the downloadable books initiative will offer the next wave of improvement as ebook reading spreads and demand increases.
1	Any of the programs that encourage resource sharing - downloadable books, van delivery, NHU-PAC, continuing education will continue to level the playing field for all NH residents.
1	Downloadable books and the databases have the potential because more and more services will be delivered that way. As patrons become comfortable with their e-devices, they will begin to ask how can the library help them.
1	A increase in the availability of datebases probably has the greatest potential for improving library services. Again, the issue is one of dollars and cents. The majority of libraries are unable, within their small budgets, to provide these kinds of services to their communities.
1	Education opportunities to New Hampshire library staff. The more the staff knows, the better they can aid their patrons. It also keeps the staff up on technology and all that can be learned and passed on to other staff and patrons.
1	Innovative services, such as the downloadable ebooks and audio are clearly the wave of the future. Consortia such as the one created by the state provide huge quantities of material that individual libraries could never afford ---- helps all keep up....
1	The downloadable books consortium administered by the state has had a large impact on our library's audiobook and ebook lovers, and we think this will grow in the years to come. Like interlibrary loan, this service increases our ability to provide the titles that our patrons desire. As more patrons purchase ebooks and MP3 players, this library service has the potential to reach more and more library patrons, especially those who do not come into the physical library building due to scheduling conflicts.
1	The downloadable books. I think more and more people are using electronics to get their books and the more we can offer the better we can serve the public.
1	Cooperative networking and collaborative purchasing of services such as Evergreen and Koha have the potential to really expand possibilites for small libraries and to make cost savings for all.
1	Workshops provide opportunities for staff to learn about new technologies and ways to utilize them in the library for our patrons.

Count	Response
1	Talent and seed money to instigate new projects -- like downloadables -- because this is what will keep libraries relevant long-term.
1	Seed money for new ideas/services: to prevent library service from becoming stagnant, not because of a lack of enthusiasm but a lack of resources to help make ideas a reality. The continuing education opportunities do have the greatest potential for improving library services in the state. Many libraries have experienced moderate to severe budget cuts, and one of the first things to go is money for professional development. With so many rapid changes in technology occurring daily, we need the State Library to help us stay current. It is impossible and financially imprudent for individual libraries to try and stay current in a vacuum. We need this service from the State Library so that librarians can help their patrons navigate all of the different information channels available.
1	In these tough economic times the ILL van service has the greatest potential for improving services because it allows us all to share our collections when our budgets are being cut or maintained at present levels.
1	Licensed databases and online resources seem to be the wave of the present and future - how else can residents of small towns enjoy the benefits afforded to larger municipalities and better purchasing power?
1	I believe the seed money program that has produced the downloadable books program would also be one of the best programs for expanding other online services to our customers, such a cooperative plan for the delivery of other databases.
1	Keeping NHU-PAC accurate and as complete as possible and providing delivery systems to expedite ILL services would help libraries provide library services efficiently.
1	NH OverDrive is popular with many of our patrons. I see the potential for this growing as more and more people buy and receive ebooks and tablets.

7. Among the LSTA Grants to States program priorities are: encouraging resource sharing, fostering strategic partnerships, and serving people who have difficulty using traditional library services. Please share examples of how you think the LSTA program encourages resource sharing, fosters partnerships or serves those who have difficulty using traditional library services.

Count	Response
1	Interlibrary loan helps smaller libraries greatly, NHU-PAC helps us share resources.
1	Interlibrary loan system
1	It is highly targetted towards resource sharing.
1	It makes more resources available to Libraries
1	Libraries are sharing resources any time they loan items to each other!
1	Not sure.
1	Offering downloadable books is huge as an alternative to traditional library services.
1	Sorry -- I've run out of steam and time ...

Count	Response
1	The ILL van services embodies the notion of successful resource sharing.
1	The interlibrary loan system is a perfect example.
1	The ability to share resources is most evident in the collaborative nature of the State Library.
1	The union catalog, van service, downloadables provide services to patrons in their home.
1	Van service
1	We use books on tape and the interlibrary loan system to serve our patrons
1	don't know
1	Resource sharing --- ILL, consortia; Talking Books --- to those who are unable to view Providing a way to post our collections for everyone's benefit, providing a way to use that information to create the ILL requests and providing transport for those requested materials to move throughout the state. Public libraries do not have the purchasing power to provide their patrons with the volume of print, audio, and visual materials that their patrons require.
1	The LSTA program makes it easier for libraries to find available resources and lend and borrow them. I still remember when interlibrary loan was done by sending paper slips via mail or the van to every library to check for holdings. That took so long that often the patron gave up waiting for the book. The service for the handicapped is a Godsend for people who can't read regular books. Many libraries have limited budgets for large print and audio books and without the state services they would be cut off from informational and recreational reading to a great extent.
1	New Hampshire does a great job of resource sharing through the interlibrary loan service with the vans. This Fall I attended the Library Management Workshop taught by Mary White of Howe Library, Hanover. This workshop was a great opportunity to foster partnerships between the attending library directors and staff from other local libraries. It was nice to be able to ask questions and hear responses from library directors with more experience dealing with library issues similar to those our library was facing. I also appreciated the literature references and handouts provided at the workshop.
1	Having a consortium of downloadable books fulfills all the goals of the LSTA funding. We share resources throughout the state, make partnerships between libraries and librarians to improve services and programming for downloadables, and also make books available in different forms, helping people who have low-vision or have no sight with text that can be enlarged or audio versions of books.
1	LSTA allows us to band together for more buying power..OverDrive is one such example. We have a larger voice in how technologies and companies treat libraries when we can pool resources. A project such as this has shown us how these programs can benefit all in the State. We share resources via ILL and I often give people information on Talking Books services, not just for elderly but vision impaired and those with learning disabilities.
1	Again, the van service. Especially for smaller libraries. Talking Books for patrons that cannot use print items and/or come into the library.

Count	Response
1	<p>The new and expanding downloadable audio and ebook consortium is an excellent example of expanding the availability of resources through cooperative purchasing.</p> <p>Through NHAIS/ NHU-PAC, every library in the state can offer each of its patron's access to over 2,000,000 library materials. Smaller libraries can lend as well as borrow. Through resource sharing and educational opportunities, librarians are all on an equal footing, and we share our experiences, wisdom, and offer each other assistance and encouragement. There is a strong sense that we are working together, not in competition with each other. The online databases, downloadable books and Talking Books allow access to library resources without having to actually visit a library, allowing us to reach patrons who would otherwise have difficulty using more traditional resources. Whether work schedules, lack of mobility or other physical limitations, or transportation issues make it difficult to use the physical library, these services bring the library to the patron via their internet.</p>
1	<p>Not having to purchase books that will not be in big demand and can be borrowed from another library is definitely a key to resource sharing.</p> <p>The first two are pretty much answered previously. As far as extending library services to the underserved, certainly the use of downloadables in various forms has been useful. Literacy still needs to get plenty of attention (in my opinion), as the attention span of our society gets shorter and the ability to think critically is replaced by "shorter and faster".</p> <p>Resource sharing is evident not just in the interlibrary loan stats, but also in the bargaining power of a state contract for OverDrive books, a database of library reference sources, and co-ordination of training opportunities around NH. Strategic partnerships with vendors have brought movie licenses, genealogical sources and library discounts.</p>
1	<p>Through the downloadable books program, individuals who are home bound or sight impaired can use e-readers. Talking Books serve those whose special needs preclude reading from our print collection. All training and contract negotiation for "cloud" services benefits those whose work hours or location prevent them from coming to the building for service.</p>
1	<p>The foundation for all the resource sharing we do, from ILLs to support with difficult situations, is built on the services provided by the LSTA funds.</p>
1	<p>Resource sharing, both in traditional and non-traditional resources, is extremely important and encompasses many of the services LSTA money provides for NH libraries.</p> <p>The van service encourages resource sharing and fosters strategic partnerships between libraries and this is for all types of library materials including those that have difficulty using traditional services. Patrons can ask a librarian for materials and when it arrives they are notified and come to our libraries to retrieve the items without them having to use computers, etc.</p>
1	<p>NHAIS/NHU-PAC and the van delivery service make it possible to have an interlibrary loan system that works so well. Every library is able to share their resources, and those who live in smaller towns are able to access materials from around the state.</p> <p>Resource sharing: ILL, NHU-PAC, NHDB, databases, Talking Books Partnerships: ILL, NHU-PAC, NHDB, continuing education. I feel proud to belong to the community of NH librarians, so sharing and engaged. Not an example, but hey. Non-traditional services: NHDB We have several house-bound patrons who after a lifetime of weekly visits are no longer able to visit the library. Most of them have obtained e-readers and are able to</p>

Count	Response
	continue to read at no cost through the library.
1	The van and NHDB are resource sharing. Hosting continuing education classes/workshops fosters partnerships. The amazing Bobbi Slosser and all her work fosters partnerships. Our community does not have many patrons with difficulty using traditional library services so I can't speak to that.
1	Again, the NHSL van service connects a state that while not large like New York or Pennsylvania, still has sufficient area and differences in geographic and demographical makeup to be a real challenge. The van service connects all these libraries and enables NH libraries to share resources. If the burden of transporting items is placed back on NH's mostly underfunded libraries, interlibrary borrowing will be seriously limited.
	Resource Sharing--- 1) ILL/van system that allows libraries to physically share materials with other libraries at very little cost. 2) Professional development- the NH Library community is very willing to share its wealth of knowledge among its members.
1	Continuing education is almost always provided by our peers, which fosters brainstorming and collaborative learning on an ongoing basis. Partnerships--- NHDAB/E-Book , Ancestry and Heritage Consortia- The consortium model not only allows libraries to share in the costs of these very expensive databases, it also allows them the privilege of participating in both the development and governing of how these resources can be used for the best value. By allowing a diversity of libraries- large, small, rich, poor, academic and public to share the table, we often find more common ground than differences, which can lead to further partnerships and collaborations. The non-traditional library user is now offered a variety of information services 24/7, many with text-to-talk capabilities. A great many of the agencies who serve the disabled are integrating technology training into their clients portfolios- opening a whole new world of access that was unheard of even five years ago. We are now able to provide information services to a part of our communities that was both under-served and under-counted, creating another dimension of value to our communities.
1	Libraries are at their heart resource sharers; the library buys a books or other item for their community, and that community shares that resource. When you add the interlibrary loan program supported by in this state by LSTA funding at the NH State Library, that book can be shared by the whole population.
1	Every book that goes out on the ILL vans is a resource that another library doesn't have, and with the ILL service can offer their patrons.
1	I hark back to the SRP. The distribution of materials and enabling libraries to share items such as diecut machine dies, were so very important to getting children's librarians to work together.
1	Everyone's collections are shared statewide. The Talking Book Service has always been helpful when we've had blind or visually impaired patrons. At one point we had two blind patrons who used this service heavily.
1	Providing services for the public who are challenged in using traditional services is a great benefit. The library's outreach with materials in non-book format are of great encouragement to library users with loss of mobility or eyesight.
1	The van delivery system is all about resource sharing. Partnerships are fostered each time a book is loaned to a library in need.

Count	Response
1	The statewide catalog and ILL van service create a metalibrary whose whole exceeds the sum of its parts. The level of cooperation between libraries and staff is remarkable. None of us could afford to offer all that our patrons want/need; by leveraging LSTA we look like rock stars in the community.
1	Our book discussion group meets monthly and borrows copies of books through the state system so no one has to buy the book. We also get books for people in other book groups. Students doing research for projects can get all the materials they need through ILL and EBSCO. Home schooling parents love to search the union catalog for books they need for their program, that we then borrow for them through ILL.
1	I am not aware of anyone in my community who is using the Talking Books program, but I think this is an important service that absolutely helps those who cannot use traditional books.
1	Any statewide service that levels the playing field for the patrons of every library can not help but encourage resource sharing and foster partnerships between libraries and consortia, as well as, provide library services to patrons with accessibility issues. Each patron should feel they have equal access to quality library service no matter how small the town budget for their home library may be. LSTA funds can help the state provide shared resources and training to library staff and patrons in the use of those services, closing the gap between the haves and the have-nots.
1	We have patrons who are sight impaired and are very grateful for the Talking Books program, also patrons who are very appreciative of the van delivery service.
1	The union catalog is essential to resource sharing. The talking books and downloadable audios/ebooks bring the library to those who cannot take advantage of limited hours/availability of materials especially in small town libraries. The access to databases 24/7 also is invaluable to those who cannot use a library at traditional times and the databases offer access to information we can't afford to purchase.
1	Resource sharing - NHU-PAC, ILL, and NHDB. All of these also foster partnerships. Talking books would serve those with difficulties, but it seems like they might be able to take advantage of NHDB too.
1	The NHAIS listservs are a great way that librarians are sharing their knowledge and ideas. Van delivery is an obvious and very important way that libraries share resources. The downloadable books and databases are great examples of services offered to people who have difficulty using traditional services.
1	The downloadable books consortium is a strategic partnership that would not exist in its current size without LSTA. The van service and statewide catalog are essential to our resource-sharing. Online databases and resources including downloadable books are essential for those who have trouble getting into library buildings due to transportation, schedules or physical ability, and for people with learning disabilities the alternative formats are a necessary part of being an informed citizen.
1	We share resources on a daily basis through our wonderful van and interlibrary loan service. It is a wonderful collaborative effort that exists among libraries and their patrons, thus allowing many people access to materials they might otherwise not have access to. The same holds true for any of the databases or educational services provided.
1	Interlibrary loan increases our collections exponentially and is a prime example of

Count	Response
	resource sharing. It has the effect of making us like one large library instead of individual islands. Ebook purchasing and the OverDrive initiative have allowed all of us to be current at a reasonable cost. Ebook purchasing is a budget buster for a system made up primarily of smaller libraries.
1	ILL and van service - We have patrons with elderly family members who need large print titles. We have a few but once those are exhausted it is ILL to the rescue! Children who wish to read series with 30, 40, or 50 volumes....no problem...ILL to the rescue! Someone is getting a higher degree and requires academic materials we just don't carry...ILL to the rescue!
1	The NHDB is the perfect example of fostering resource sharing, it's a critical piece of our service and that of many other libraries. Clearly the support of the Talking Book Service is a great asset to people unable to use print materials, but otherwise I can think of no examples of how LSTA funding assists that population.
1	ILL makes all libraries in NH function as one large union, magnifying the size and diversity of the collection of materials for all NH citizens. The creation of consortia for the acquisition of new and emerging resources allows libraries to share the costs of new initiatives, while promoting shared problem solving and efficient methods of delivery. The Talking Books program makes it possible for patrons to access information that would be impossible for individual libraries to provide on their limited budgets.
1	The ILL program is definitely an example of resource sharing throughout the state. No matter how large or small one can always count on being able to supply our patrons with their requests. This is especially true of audio books/books on tape for the visually impaired. Most small libraries in the state do not have the budgets to purchase a wide selection of these selections, however, with the state services and ILLs we can accommodate this segment of patrons.
1	Through the Talking Books program-- I've had a patron who was in a severe car accident. Through that program and via the van I was able to access the materials and books this patron needed to continue her education at home. I know it has also been of help to a few other of our patrons as well.
1	Interlibrary loan is an example of resource sharing and a necessary service. Libraries have been able to band together in consortia to purchase various databases that would be useful for their patrons.
1	All of the services listed previously are prime examples: downloadable books consortium, van service, workshops and other educational services, the mobile tech lab, Talking Books - all of these serve NH residents, reluctant library users and library fans alike, and demonstrate a value and efficiency of sharing that is enviable, and could be happily replicated by other states.
1	The van delivery service encourages sharing by encouraging sharing of resources. The downloadable book consortium also fosters partnerships, because as a consortium we purchase and share ebooks and audio books. That also helps patrons who have trouble with their vision by being able to download audio books to listen to, or ebooks to an e-reader where they can then enlarge print to be able to read.
1	200+ libraries share their resources with each other every day through the ILL program. NHDB Consortium libraries share their financial resources with each other in a strategic partnership with OverDrive. The Talking Books program and the NHDB/ebook

Count	Response
	consortium serve people with hearing and vision challenges, who would otherwise have a difficult time using the library if at all.
1	For just one instance, we have a severely handicapped patron who cannot physically come to the library, but who can access audios through OverDrive.
1	The van service help libraries share resources statewide for patrons; NHAIS listservs and blogs help librarians share experiences, policies, ideas, etc.; workshops and training help librarians assist patrons into the digital age. The Talking Books Service brings the pleasure of books to those who cannot use traditional library services.
1	The van service is obvious; without it our patrons would not be able to obtain many items of choice. Small rural libraries benefit most, but the more urban libraries offer the biggest selection and therefore are part of the resource sharing. The databases are crucial in the same way for rural libraries. Most of us do not have the funding to provide individual database resources.
1	The LSTA programs definitely encourage resource sharing - letting people pool their money to get better prices and also to acquire materials that could not otherwise be gotten on such a large scale (ie, Overdrive.)
1	THE PRIME EXAMPLE IS THE ABILITY TO SHARE RESOURCES THROUGH THE ILL SYSTEM. THIS SYSTEM IS THE MAIN REASON SMALL LIBRARIES CAN OFFER MORE SREVICE TO THEIR PATRONS.
1	The van system allows libraries all over the state to share their resources. Local libraries can then get the desired materials to their patrons, many libraries deliver materials to shut-ins who cannot get to their library. The NHU-PAC allows librarians and patrons to find desired materials throughout the state but its usefulness would be limited if there was no van service to deliver the materials to where they are needed. The downloadable book system allows the libraries to pool resources so that people throughout the state can share materials. It also makes library resources available to homebound people through their computers and makes audio books easily accessible to sight impaired people. The online databases allow even the smallest libraries and schools to have access to a vast array of newspapers, periodicals and other reference materials and allows their patrons to access them from home. It is a great help, especially to students looking for information. It also makes library resources available to homebound people through their computers.
1	The buying cooperatives (for Ancestry, Heritage Quest, OverDrive, etc.) coordinated through the State Library is great! It saves me time and money...which I love!
1	The union catalog, interlibrary loan, and downloadable books consortium are all examples of long standing arrangements in which libraries throughout the state combine resources, thereby partnering with each other. Downloadable books are available even when the library is closed.
1	The van service allows libraries to share their resources with others in the state thus reducing duplication of resources. Databases again allow libraries to share resources to provide additional resources that our budget and space do not allow. And provide access from home so that patrons don't need to come into the library if they can't. Seed money has moved our library services into the 21st century providing patrons with additional options in library services. Workshops have taught staff the skills needed to move into the 21st century.

Count	Response
1	It encourages more members to come into the library and see that the library is not outdated in its traditional methods. The library and its services through LSTA enable librarians to be better informed to help the members who are struggling with technology among other new trends.
1	Van service facilitates resource sharing to an incredible degree. Seed money for starting consortia for joint purchases fosters partnerships. Talking Books Service offers updated technology for those with reading disabilities to access books so much more easily.
1	ILL (van/NHU-PAC): materials are available to all, thus sharing NHU-PAC: cataloguing info/MARC records available to all, thus sharing and eliminating duplication of work. Education: courses and workshops foster sharing of ideas and knowledge Listservs: foster sharing of ideas/knowledge. Databases, etc: foster cost sharing
1	I cannot speak knowledgeably enough about these at the moment, though I believe and have seen that initiatives to share resources and ideas usually create more richness and community than could have been hoped, or even intended.
1	ILL and the van service enable libraries to share resources without having to pay fees or postage. Educational opportunities serve not just the librarian, but enables the librarian to help more effectively those who have difficulty using traditional services.
1	The van encourages resource sharing by allowing libraries to borrow items from each other. The van service also fosters strategic partnering for this same reason. Downloadables help patrons who can't get to and from the library by allowing them to download and read items from home.
1	Workshops, courses, handouts, tutorials, etc. are prepared by State Library staff and shared online for all librarians to access. Librarians statewide are more frequently using the State Library listserv to share their own tutorials and information about using the newest technologies. The State Library staff has led the improvement and encouragement of our information sharing community over the past couple of years, benefitting all of us.
1	Any of the 24/7 electronic resources serve those who have trouble traveling. Certainly Talking Books helps people with physical problems.
1	Through their collection development and van services resources are shared. Through their classes and consulting services partnerships are developed among libraries and librarians that share knowledge and the seed money that starts innovative programs, those libraries that are involved partner together. The van services and services for the blind offer materials for those who use alternative materials. I also think the seed money and consulting services can offer non-traditional knowledge and programs/services that are non-traditional such as downloadable books, online courses, etc.
1	The downloadable consortium exemplifies all of these and would never have been possible without LSTA funding.
1	Resource sharing is done through ILL, which is a big help to all libraries. Certainly the Talking Books program helps people with low vision.
1	New Hampshire has few cities and many small communities/libraries. The NH library community realizes the importance of resource sharing and partnering in order to serve the people of New Hampshire, and the LSTA grants help make this possible.

Count	Response
1	LSTA funding saves New Hampshire's public libraries money by allowing the State Library to provide centralized services for libraries to share.
1	The van service is a perfect example of resource sharing between NH libraries. Without it the interlibrary loan program would be diminished.
1	Through the LSTA grants we share books and other audio and visual material using the ILL van system. We also buy downloadable books through OverDrive, which all the libraries share. There are workshops and programs where information is shared about running a library well. I don't know how we help people who have difficulty using traditional library services.
1	The LSTA program encourages resource sharing primarily from the interlibrary loan program. Without this patrons would not have equal access throughout the state because some libraries are smaller and less funded than others. The LSTA program encourages those who have difficulty using traditional library services through the Talking Book program. This primarily reaches those who are blind or have print disabilities.
1	The NHAIS mail service, coupled with the van, allow me to collect books from libraries all across the state and then redistribute them to smaller libraries who could never be able to afford them. I supply thousands of books to smaller libraries each year this way and this makes a tremendous difference to the very small rural libraries I distribute to.
1	The van delivery service enables all the libraries in the state to share resources effectively. The Talking Books program as well as downloadable audio and ebooks assist those who have difficulty using traditional library services either because of mobility or visual difficulties. The State Library's training initiatives also help foster partnerships and continuing education to help library workers to better serve their patrons effectively.
1	LSTA program enables us to share our resources by helping to identify and to deliver materials. The ability to share our holdings makes it possible for libraries to form partnerships with each other to create cooperative programs and purchasing. Because of the small size and budgets of most of the state's libraries, we cannot provide adequate service for persons who have difficulty using traditional library services beyond the small collections of LP books and tape. LSTA program fills a big void there.
1	All of ILL and the consortium (online resources, ebooks) projects use resource sharing to its fullest potential. Together we can do so many things that we never could alone. This resource sharing necessitates partnerships as we all must agree on the parameters for the agreements. I think it also acts as a model for other partnerships in the state like the GMILCS consortium or the new ILS partnership in Atkinson and Plaistow. The Talking Books program, and now the NHdownloadable books project give us a wide collection of materials to help those with vision challenges.
1	Resource sharing - van delivery service! Partnerships - downloadable books consortium Serving those having difficulty with traditional library services - downloadable books consortium
1	Hard to say - I think most people have difficulty using traditional library services. The LSTA program generates good PR, good will, and a willingness to listen about other possible library services.

Count	Response
1	Purchasing databases collectively and van service for an effective van delivery system are prime examples for resource sharing and fostering partnerships.
1	ILL services encourage material sharing. The downloadable books program reaches those who are not able to come into the physical building due to various needs.
1	NHAIS/ NHU-PAC is a wonderful example of sharing between libraries whether it is materials or ideas.
1	<p>From my experience, the database, van delivery and union catalog are all about resource sharing. I don't see much through the LSTA that fosters strategic partnerships. Remote database access has an impact for those who find it challenging to get to traditional library outlets. Additionally, I would imagine, based on my prior experience in other states that the materials for the blind and physically handicapped would be beneficial for those having difficulty using traditional library services - I am not aware of how many regularly use this service. It should be promoted better and work in partnership with local libraries.</p>
1	Van delivery, consortial database purchases, and the ebook consortium pretty much define resource sharing!
1	The types of resources available are costly to begin with, but things designed for the non-traditional "reader" are most costly. It's nice to have a collective hand with providing these items to those who most need them.
1	Every program/service funded by LSTA encourages resource sharing and fosters partnerships in New Hampshire.
1	We have a growing number of patrons in our community who need the Talking Books service -- and if that service didn't exist, they wouldn't be able to use the library or take advantage of the information available through the library. Same with the ILL van service and NHU-PAC: those services are more crucial now to our growing older population because they need large print materials. We are a smaller library, and our budget can't meet the demand for those materials without sacrificing in other areas. Being able to borrow large print materials from other libraries is crucial to meeting the needs of these patrons in our community.
1	The NHSL is all about resource sharing. I depend on the NHSL for information and training in new services. Sometimes the person with difficulty using services is the librarian and the NHSL is essential in their support.
1	When I think of the State Library, I instantly think of resource sharing: NHU-PAC, ILL, downloadable consortium, and the various databases.
1	NHU-PAC and the van are the *ultimate* behind the scenes services in resource sharing among NH libraries. It takes me minutes to locate an item through NHU-PAC and request it. I still feel like I've received a Christmas gift when I get requests from other libraries for materials we own. I try to use libraries close in area and size to my own, but sometimes items come from further away. My patrons love looking to see what library sent their ILL item. I do let my patrons know about the library services to people with disabilities. Sometimes it is hard for people to accept these services would make it easier for them. It takes educating them, esp. when someone has looked at non-print books as "cheating" or for lazy people. The NH downloadable books have allowed people of all kinds, including students with reading challenges and people with health or

Count	Response
	transportation difficulties to use library services in non-traditional ways. I refer to it as our 24/7 virtual branch, and it's open more hours than our 15. Library workshops are another good way NH fosters partnerships among librarians. I find the ones when people are encouraged to share ideas of things that work well in their own communities very helpful. When the state librarians share information or events that may be of interest even though they are not specifically library sponsored, are very helpful.
1	The Talking Book program is a prime example of the many services provided. The folks there bend over backwards to help all patrons no matter what their needs.
1	ILL delivery obviously shares resources. Subscribing to downloadable books is affordable through the state consortium.
1	The van delivery service contributes to the resource sharing as well as the fostering strategic partnership priorities. The Talking Book program fulfills the 3rd priority of serving people with disabilities.

8. Please provide any other comments about New Hampshire's LSTA program below.

Count	Response
1	As a NH librarian the funds from LSTA are essential to performing my job effectively.
1	For small librarians the more resources we can share the better off we all are.
1	I have benefited as a new librarian from their programs and hope to benefit more in the future.
1	I think that the NHSL has done an excellent job managing the LSTA funds they have received.
1	ILL has to be #1 priority.
1	It's wonderful-thank you!
1	Just a profound thanks, as we couldn't do it without you.
1	Keep the vans running!
1	The NHSL is a wonderful resource.
1	The NHSL is masterful in its ability to make a little go a long way. I applaud you.
1	Totally essential to our providing up to date information and services.
1	We appreciate all that the State Library does for us!
1	We appreciate the program very much at our library.
1	Without tech education, we would not be using the full range of options available.
1	Works beautifully, in a way I am confident the Feds intended the program to be administered.
1	I get help with what ever I need through this program. And a lot of our patrons benefit from it. Thank-You!
1	Great program! Being a small, rural library, like many others in NH, we truly couldn't

Count	Response
	function without it .
1	As a relative newcomer to the NHSL network, I have been impressed with the practical and effective programs of the NHSL both to provide resources and also technical knowledge and professional development, and with the overall focus on the NH library community in working together to serve the state. LSTA funding is a crucial foundation to help us do our jobs as librarians. Thank you!
1	I've lived and worked in several other states, and I can say that NH has some of the most effective programs and services available anywhere.
1	I had trouble answering the question about how valuable "seed money (ex. downloadable books)" is to my library. The NHDBC is VERY valuable. I'm less comfortable giving carte blanche that undefined "seed money for new projects" is equally valuable.
1	It wasn't until recently that I realized how important the LSTA program is -- not until libraries were threatened with the loss of it, specifically as relates to interlibrary loan van service. Now that we know, hopefully we'll remain vigilant.
1	To Whom It May Concern, It's not broken, so please don't fix it! The cost-benefit ratio as it applies to the above services is phenomenal. The many benefit greatly from the relative little.
1	Please, please, PLEASE continue funding AT LEAST at current levels so that we can maintain what we already have. In times of economic hardship, our libraries become MORE important than ever before and the demand for our services increases. All of the services currently funded by LSTA are critical to being able to offer equal access for all NH citizens to information, as well as to educational and recreational materials.
1	I am not a visionary, so I am in favor of continuing the use of LSTA funding for the programs it currently supports. This will support the interlibrary loan components of the NHAIS/NHU-PAC and van delivery, the shared databases, as well help expand resource sharing through the seed money program that started the downloadables.
1	It is painful to imagine how many steps back library services in NH would take if there were no LSTA funds available.
1	NH's LSTA programs give my patrons a library that is as large as the state of NH, not just a building in a community of less than 800 people that is only open 15 hours each week. The databases take that beyond our state borders. It gives my patrons a chance to explore the world of information and ideas beyond their financial or educational constraints in a tough economy. These programs help this library be a vital community resource in a town that has few resources, a place that includes all people of all ages and backgrounds and capabilities. This town doesn't have a rec. program. Right now it looks like we'll be losing our elementary school. I want to offer this community all the resources I can with the limitations I have. The LSTA program lets me do that.
1	In New Hampshire we need to continue to help libraries get services that have a positive impact on our patrons. LSTA funding helps to provide these services; without the funding we would be unable to offer many of these services.
1	It is my hope that the LSTA will continue to explore how to reach those who cannot access library materials through traditional methods. Children and adults with autism are a unique group of patrons whom may have difficulty accessing library services.

Count	Response
1	<p>The amount of misinformation that people are getting from the Internet in general is very discouraging and we need to promote the statewide information systems as a better alternative, encouraging citizens to demand the most accurate and comprehensive information, as well as, promoting "reading", print, ebooks, audio-books, etc., as a worthwhile activity that will raise literacy levels for all New Hampshire citizens.</p> <p>Without a doubt, NHU-PAC and the ability to borrow books from other libraries have been key to resource sharing. However, sharing of electronic media will grow in importance while sharing of actual books will decrease. One important aspect of borrowing ebooks is the patron can do it independently without library staff needing to be involved to request a book from another library. Patrons do not want to have to go to a lot of trouble to get a book. Being able to download a book on their own is so much more preferable than requesting the library borrow a book from another library.</p>
1	<p>I was completely unaware of the extent of the amount of resources allocated to the "talking books" program. I know you could reach far more people if you partnered directly with the libraries for publicity/programs regarding this service.</p>
1	<p>We could not provide the services we do without this support. I would love to see more support in the area of building projects; many of us struggle with space and need matching grants to get buildings that can house our services.</p>
1	<p>I could not comment on the Talking Books only because I have not been able to utilize it. I do have a patron whose granddaughter is blind. When requesting books in Braille through NHU PAC I found that most entries were errors. There needs to be a better way to list these entries.</p>
1	<p>LSTA greatly adds value to the services offered by the NH State Library and thereby to NH residents, seasonal residents, and visitors.</p>
1	<p>We will be forever grateful to the New Hampshire State Library for the services, support and assistance they provide. It is my understanding that without the LSTA program our State Library would not be able to provide these services that are so critical to our operation. To lose this program would be catastrophic.</p>
1	<p>We would be in dire straits should LSTA funding disappear. Our individual library's expenses for cataloging, database and online book funding, and resource sharing would skyrocket.</p>
1	<p>It is a cost effective way to provide resources and services to NH citizens, it encourages thoughtful planning, resource sharing, and wise fiscal spending.</p>
1	<p>We need LSTA funding to help residents in New Hampshire with their informational, educational, and cultural needs. Please keep the funding at current levels - it is extremely important and a very cost-effective use of federal monies.</p>
1	<p>The LSTA program is absolutely essential in order for all the libraries in the state, probably the small libraries most of all, to provide adequate access to information to all of our residents. We would be severely crippled in our ability to provide adequate services to our residents without LSTA.</p>
1	<p>It would be impossible to keep pace with the materials that patrons request and require. Through the provisions of the NH LSTA programs, we can share the different strengths of our collections and provide our patrons who have access problems with a great many media choices. Everyone has the right to access all information and with this grant,</p>

Count	Response
	everyone in NH currently has a chance to do so. We can't go backward.
1	New Hampshire State Library is a good steward of the LSTA program funds. The funds are managed to most directly benefit individual public libraries, and therefore most closely benefit the public library users.
1	As stated before, without the LSTA programs, I am afraid our library would be of limited value to our town.
1	The LSTA program helps the NH State Library create beautiful somethings out of almost nothing. Give them a tablespoon of flour and sugar, and they make wedding cakes! LSTA money is money well spent by NHSL: van service, education, NHAIS/NHU-PAC, ILL, book group books, interlibrary sales, trades, questions, and problems solved.
1	Every one of the LSTA programs is important to every one of the libraries at one time or another. Some, like the van and NHAIS, are used daily or weekly, where others are used monthly, yearly, or on an as needed basis. All or the services are needed to keep the public libraries vital and current. Thanks for all you do! Please keep us going!
1	Our library couldn't afford any of these services on our own. We are a very small town and library.
1	The State Librarian and his staff have worked hard to get and provide much needed services with the LSTA funds.
1	The NH LSTA program offers a great deal of benefit, with a sharp skew towards smaller libraries, as one might argue is appropriate. Creating partnerships between small and large libraries would be great addition to how the state conducts this service. I am unhappy only with the lack of transparency about the funds, how they are specifically used, how much is spent on what services, and so on. Additionally, the state doesn't foster much in terms of innovation, creating relationships that would enhance the services offered through LSTA. The plan for the funds is good; the actual process seems to involve poor or no communication, no sense of collaboration, and too often an adversarial, and ever superior attitude, which specially speaks ill of the state's work with smaller, less funded and staffed libraries. If they act with this attitude with even the best libraries, one wonders how they act with the most needy.
1	NH's LSTA program is a huge asset to libraries and their patrons. Without LSTA, there would be no viable interlibrary loan program, and only the largest libraries would be able to offer databases and downloadable resources to their patrons. Most of us would be the libraries of yesterday instead of the libraries of the future.
1	Again, I think NH benefits from LSTA funding in that the NH State Legislature does not fund the NH State Library in a supportive way to benefit NH residents. Therefore the LSTA funding is crucial to giving NH residents the necessary public resources that will add to educational opportunity.
1	NH is a state whose political and economic structure fosters huge discrepancies in all public service profiles- education, safety, recreation, and information. With LSTA money, the State Library has been able to better equalize the quality and availability of information to ALL the citizens of the state- resulting in a more informed, participating citizenry. It is important for our towns, our state, and our nation that we continue to understand the value and importance of equitable access to information and education for all. It is imperative that NH libraries continue to be on the front lines of tearing down

Count	Response
	the walls that prevent this kind of access to all those who call NH home.
1	The NH State Library staff has done remarkably well in maintaining access to these services under adverse conditions and is to be congratulated. Our State Librarian has articulately defended the services we deem essential. Application of LSTA funds in NH has been careful, fair and effective. I face so many challenges in my daily work due to lack of local funding, that I can't imagine life without the supplemental services (which are essential, really) the LSTA grant provides.
1	NH's LSTA program assists all the libraries in the state. During these difficult times of shrinking budgets, LSTA provides much needed assistance to both public and school libraries across the state.
1	We love what it has done for the libraries of the state, and, without the tangible and intangible benefits we receive, the public library as an institution of education, information, and recreation, would soon become irrelevant.
1	NHSL has a long history of getting blood out of stones. They do so much with so little. The LSTA money is vitally important to supporting resource sharing and the introduction of new technologies to NH libraries. There is little chance we could sustain our current services without LSTA money.
1	LSTA programs are essential to keeping NH libraries moving forward, providing new services, and sharing resources.
1	As a northern library in a small community with severe budget problems, we rely on the services provided.

9. The category that most closely describes your role/responsibilities in the library community is:

Value	Count	Percent %
Public Library Director	107	66.9%
School Librarian/Media Specialist	4	2.5%
Academic Library Director	1	0.6%
Librarian in a "one-person" library (I do it all!)	5	3.1%
Children's/Youth Services Librarian	8	5%
Reference/Information Librarian	13	8.1%
Interlibrary Loan or Technical Services Librarian	6	3.8%
Library Technology Specialist	3	1.9%
Other Library Staff	6	3.8%
Library Friend or Library Trustee	1	0.6%
Other (Please specify.)	6	3.8%
Librarian in a Special Library	0	0%

If you selected "other," please specify here.

Count	Response
1	Adult Program Coordinator
1	Library Assistant - working with ILL
1	N/A
1	Public Library Deputy Director
1	Public library adult services librarian/assistant director
1	Library aide, part-time
1	One of two librarians on staff at a small library who, "do it all" or at least try to!
1	I am a librarian in a small library, not a one person library, but you have to know how to do it all from computer help to ILL and cataloging.
1	Library Director, Youth Services librarian, Reference librarian, Technology person by default, Technical Services librarian and any other job that happens to need doing. I don't do windows or toilets.
1	Library director in a two-person library who does children's services, interlibrary loan, technical services, youth services, purchasing, cataloging and all other things as needed.

10. Please complete the following sentence. I work in or am most closely associated with:

Value	Count	Percent %
a public library	153	96.8%
an academic library	2	1.3%
a school library/media ctr	3	1.9%
a special library	0	0%
something other than those in the list (Please specify.)	0	0%

11. Please indicate the size of the community or the student body of the library in which you work.

Value	Count	Percent %
Fewer than 250	2	1.3%
250 - 499	1	0.6%
500 - 2,499	46	28.8%
2,500 - 9,999	71	44.4%
10,000 - 49,999	35	21.9%
50,000 - 99,999	2	1.3%
100,000 - 499,999	3	1.9%
500,000 or more	0	0%
Does not apply	0	0%

12. Please estimate the overall annual operating budget of the library in which you work or with which you are associated.

Value	Count	Percent %
Less than \$10,000	2	1.3%
\$10,000 - \$49,999	27	17.2%
\$50,000 - \$99,999	20	12.7%
\$100,000 - \$249,999	49	31.2%
\$250,000 - \$499,999	20	12.7%
\$500,000 - \$999,999	13	8.3%
\$1 million or more	13	8.3%
Don't Know/Not Sure	13	8.3%

Appendix D - List of Acronyms and Terms

ArchivalWare	Web-based, full-text search and retrieval content management system used by NHSL to manage born-digital documents. http://www.archivalware.net/
BARD	Braille and Audio Reading Download program https://nlsbard.loc.gov/cgi-bin/nlsbardprod/index.cgi
CSLP	Collaborative Summer Library Program - The Collaborative Summer Library Program (CSLP) is a grassroots consortium of states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. http://www.cslpreads.org/
FFY	Federal Fiscal Year
FTE	Full-Time Equivalent
GMILCS	The Greater Manchester Interlibrary Cooperative System (GMILCS, Inc.) - A non-profit consortium of public and academic libraries in New Hampshire, sharing an integrated library system and resources http://findit.gmilcs.org/polaris/
ILL	Interlibrary loan
IMLS	Institute of Museum and Library Services http://www.ims.gov/
LBPH	Library for the Blind and Physically Handicapped – General name applied to state-level outlets of the National Library Service programs. New Hampshire calls their state-level program the “Talking Books Service” or “TBS.” http://www.nh.gov/nhsl/talking_books/
LSTA	Library Services and Technology Act http://www.ims.gov/programs/use_of_funds_by_state.aspx
NHAIS	New Hampshire Automated Information System http://www.nh.gov/nhsl/nhais/
NHewLink	New Hampshire’s suite of online databases http://www.nhewlink.state.nh.us/
NHLA	New Hampshire Library Association - NHLA is a professional association of library personnel, trustees, and library supporters http://nhlibrarians.org/

NHSL	New Hampshire State Library http://www.nh.gov/nhsl/
NHU-PAC	New Hampshire Union Public Access Catalog - The NHU-PAC reflects the holdings of the 375 public, school, academic, and special libraries that make up the New Hampshire Automated Information System (NHAIS). http://www.nhu-pac.library.state.nh.us/
NLS	National Library Service for the Blind and Physically Handicapped http://www.loc.gov/nls/
SLAA	State Library Administrative Agency
SPR	State Program Report – An annual report required by IMLS that describes a state’s activities under the Library Services and Technology Act Grants to States program
TBS	Talking Book Services – Unit of the New Hampshire State Library that serves as the access point to National Library Services for the Blind and Physically Handicapped program. http://www.nh.gov/nhsl/talking_books/

Appendix E - Bibliography of Documents Reviewed

American Evaluation Association, "Guiding Principles for Evaluators," 2004.

Gibbs, Graham. *Analyzing Qualitative Data* (Los Angeles: SAGE Publications, 2007)

New Hampshire. State Library. *LSTA Five-Year State Plan 2008-2012*.

U.S. Institute of Museum and Library Services. "Guidelines for Five-Year Evaluation."

See also Appendix D (List of Acronyms and Terms) for URLs for additional websites explored.

Appendix F - Summary of Coding Used in Qualitative Analyses

The chart below includes coding of three sets of qualitative data:

- Descriptive codes come from comments from focus group question #1, in which 43 participants indicated which LSTA-funded programs had the greatest impact on their libraries; qualities coding is pulled from responses to all focus group questions. Negative comments were recorded separately.
- Descriptive codes come from comments from interview question #1, in which 14 interviewees were asked which LSTA funded programs had a significant impact on their libraries. Qualities coding is pulled from responses to all interview questions; if the interviewee mentioned the same concept multiple times, only one code was applied. Negative comments were noted.
- Descriptive codes come from responses to four open-ended questions included in the online survey, completed by 160 individuals. These comments did not yield any negative statements.
 - Q2: Briefly tell us about the impact that your highest ranked service(s) has had in YOUR library.
 - Q4: Briefly tell us about the impact that your highest ranked service(s) has had on a STATEWIDE basis.
 - Q5: Which of the services or initiatives listed offers the greatest VALUE to library patrons? Please explain why you selected this service.
 - Q6: Which of the services or initiatives listed has the greatest POTENTIAL for improving library services in New Hampshire? Explain why.

	<i>Focus Groups</i>		<i>Library Leader Interviews</i>		<i>Survey Open-end Responses</i>				<i>Total</i>	
	+	-	+	-	Q2	Q4	Q5	Q6	+	-
<i>Descriptive Codes</i>	+	-	+	-	+	+	+	+	+	-
Courier delivery	20		10		11 8	59	13 7	19	36 3	
NHAIS/NHU-PAC union catalog	19	1	8		10 0	37	81	19	26 4	1
Downloadables	11				41	15	12	73	15 2	
Continuing education	1		4	1	21	11	1	60	98	1
Statewide database licenses	9		11		28	11	13	24	96	
Consulting Services (one-on-one consulting/tech support/communication)	5		6		11	5	1	6	34	
Talking Books	4	1	4	2	3	1			12	3
Collection development/preservation		1				2			2	1
<i>Qualities</i>										
Leadership/coordination					6	23		4	33	
Partnerships/cooperation/collaboration	9	10	4	4					13	14
Rural/isolated			8						8	
Innovation	3	7		1					3	8
Accountability/transparency	1	5							1	5

APPENDIX G – Research Instruments

New Hampshire LSTA Interviews

Himmel & Wilson is working with the New Hampshire State Library to conduct an evaluation of the State's implementation of the Federal Library Services and Technology Act (LSTA) "Grants to States" program. The "Grants to States" program is a population-based formula driven program intended to fulfill specific purposes outlined in the Museum and Library Services Act. Under the Act, each state is required to conduct an evaluation of the program every five years. The current evaluation covers activities conducted under the State's approved LSTA plan for the period funded with LSTA dollars from FFY 2008 – FFY 2012. (roughly calendar years 2009 – 2011)

Interviewees were provided with an indication of the State's LSTA allotment for each year and the major initiatives supported with LSTA funds.

1. In your opinion, which of the LSTA funded programs/initiatives have had the greatest impact since 2008 in New Hampshire? Can you give me an example or examples to illustrate your answer?
2. Have specific improvements or advances in library services taken place in the last five years that you believe are largely attributable to the availability of LSTA funding? What are the most important things that would NOT have been accomplished if LSTA funding had not been provided?
3. As you are aware, state and local funding for some library efforts has fallen in recent years. While LSTA dollars can only be used for the specific purposes outlined under the Museum and Library Services Act and are not intended to supplant state or local funds, are there specific changes in how LSTA funds are expended that you think are appropriate given the overall reduction in funding for libraries?
4. The LSTA "Grants to States" program purposes highlight activities that improve access to library services, increase resource sharing activity, reach out to individuals with special needs and build strategic partnerships. To what extent do you believe New Hampshire's implementation of the program has furthered these purposes?
5. What do you think should be the highest priority in terms of addressing the library service needs of New Hampshire residents in the coming 5 years? How might the library community respond to those needs?

New Hampshire State Library LSTA Focus Group Questions

Himmel & Wilson is working with the New Hampshire State Library to conduct an evaluation of the State's implementation of the Federal Library Services and Technology Act (LSTA) "Grants to States" program. The "Grants to States" program is a population-based formula driven program intended to fulfill specific purposes outlined in the Museum and Library Services Act. Under the Act, each state is required to conduct an evaluation of the program every five years. The current evaluation covers activities conducted under the State's approved LSTA plan for the period between 2008 - 2012.

Focus Group participants were provided with an indication of the State's LSTA allotment for each year and the major initiatives supported with LSTA funds.

1. Which of the LSTA-funded programs or jointly-supported (State and Federal dollars) has had the greatest impact on your library?
 - a. In what ways is your library better able to serve the public because of this program or initiative?
 - b. In what ways are you as a library director/library staff member better able to serve the public?
2. Many of the activities of the New Hampshire State Library including continuing education activities, consulting activities and services to the blind and physically handicapped would not be possible or would be significantly curtailed without LSTA support. What impact do services provided by NHSL have on your library and/or on your library users?
3. Have specific improvements or advances in library services taken place in the last five years that you believe are largely attributable to the availability of LSTA funding? What are the most important things that would NOT have been accomplished if LSTA funding had not been provided?
4. The LSTA "Grants to States" program priorities highlight activities that improve access to library services, increase resource sharing activity, reach out to individuals with special needs and build strategic partnerships. To what extent do you believe New Hampshire's implementation of the program has furthered these purposes?