

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



Prepared by
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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.

DELAWARE LSTA Evaluation (FFY 2008 – FFY 2012)

EXECUTIVE SUMMARY

The period of time covered by the evaluation of Delaware'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, Delaware has achieved a vast majority of the objectives that were outlined in their 2008 – 2012 LSTA Plan in spite of these difficult circumstances.

The Delaware Division of Libraries' (DDL) 2008 – 2012 LSTA Plan was structured around a statewide comprehensive “balanced scorecard” plan that identified 25 strategies in six separate perspective areas. The goals in the LSTA Plan focused on just three of the 25 strategies. The three strategies central to the 2008 – 2012 Plan are:

- Grow Capacity
- Leverage Technology
- Use Resources Efficiently

The strategies for growing the capacity of libraries to serve the public, for leveraging technology to enable libraries to accomplish more in spite of limited resources and for forging processes designed to use available resources in the most efficient ways possible were organized under two goals. The goals recognize that libraries are only successful when the people served by libraries succeed. The rationale for pursuing the goals of the LSTA plan is to provide all people in the State of Delaware with access to quality library services that promote literacy, lifelong learning and the joy of reading. The Plan’s goals are:

- Goal #1 – The people of Delaware will be served by libraries that promote literacy, lifelong learning and the joy of reading
- Goal # 2 – The people of Delaware have equitable access to information and ideas through high quality libraries, outreach services and/or electronic/virtual library services.

While reductions in DDL staffing during the period impeded some of the data gathering efforts envisioned in the Plan (including the creation of service indexes and the full implementation of the “dashboard” software that DDL hoped to use to track their progress), Delaware’s implementation of their LSTA Plan has, nevertheless, been highly successful. Measurable progress has been made in virtually every area of the plan. In a few areas such as the number of libraries participating in the Delaware Library Catalog and the development of strategic partnerships (through the creation of the Delaware Libraries Community Resources Exchange), DDL has far exceeded anticipated results.

Because the Plan concentrated on three strategies that are largely internal (capacity building, leveraging technology to achieve greater efficiency and process improvement), quantifiable end-user **outcomes** are somewhat lacking; however, ample **output** indicators and anecdotal data support the conclusion that great strides toward reaching the Plan’s goals have been made as a result of the strategic investment of both State and LSTA funds. Finally, it should be noted that

the internal strategies have been designed and implemented in the context of transforming libraries into “Leaders in connecting and inspiring a lifetime of discovery.” Process improvement efforts have not been for the sake of efficiency alone. Rather, they have been implemented in an effort to position libraries to assume an even greater role in the lives of all Delawareans.

EVALUATION FRAMEWORK – AS OUTLINED BY THE INSTITUTE OF MUSEUM AND LIBRARY SERVICES

Audiences This report is intended for use by multiple audiences.

- The U.S. Institute of Museum and Library Services (IMLS), which required the evaluation as part of the reporting requirements when it awarded Library Services and Technology Act Grants to States funding to the Delaware Division of Libraries, as required by Section 9134 of IMLS’s authorizing legislation which directs State Library Administrative Agencies 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.”
- The Delaware Secretary of State and other elected officials and policy makers.
- The Delaware Council on Libraries (COL)
- The Delaware Division of Libraries Administration, which requested the evaluation, in partial fulfillment of the requirements for receiving LSTA funding from IMLS
- The Delaware Division of Libraries staff 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 Delaware, recipients included patrons of local libraries of all types, library employees, libraries and other partner agencies

Key Evaluation Questions The key evaluation questions outlined by IMLS 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 develop key 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 State Library Agency’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 State Library Agency’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 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?
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 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?
2. 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.
3. Based on the findings from the evaluation, include recommendations for justifying potential cuts and/or elimination of programs in the next five-year plan.

Values and principles As evaluators, Himmel & Wilson, Library consultants embrace 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 and promoted by IMLS.

METHODOLOGY

To answer the key evaluation questions, Himmel & Wilson used a multifaceted research protocol, including examination of existing documents, interviews with key state library agency personnel, interaction with the Delaware Council on Libraries (November 3, 2011 and January 5, 2012) and with members of the broader Delaware library community. Interaction with the broader library community included two interactive “Library Town Meeting (LTM)” sessions (June 21, 2011 and December 6, 2011) and observation of a strategy session held on June 2, 2011 as a follow-up to “value-stream mapping” efforts undertaken by DDL.

The strengths of the evaluation methodology employed derive from:

- The use of objective, external evaluators not directly associated with the state
- The use of varied approaches and tools, allowing analysis and comparison of program data collected by staff and quantitative survey results with comments from the library community
- The use of credible data, including output measures, anecdotal reports and, to a lesser extent, outcome data

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 long-term trends given the availability of only three years of data at the time of the evaluation
- A fairly heavy reliance on output measures rather than documented end-user outcomes

Review of existing documents The consultants conducted an extensive review of background documents, including the Delaware Division of Libraries' *Library Services and Technology Act 5-Year Plan for Fiscal Years 2008-2012*, "state program reports (SPRs) submitted to IMLS for FFY 2008, 2009 and 2010 (the 2010 report was submitted by the State during the evaluation process but had not been fully reviewed and accepted by IMLS at the time of the evaluation) and many additional documents and reports received from key DDL staff and/or distributed at meetings attended during multiple site visits to the State.

Interviews with key State Library personnel Dr. Ethel Himmel and Mr. William Wilson visited the Delaware Division of Libraries on Tuesday, August 23, 2011. During their site visit, the evaluators met with State Librarian (Dr. Anne E. C. Norman) and with six key DDL staff members involved in programs and initiatives in-part or fully funded with LSTA Grants to States funds.

Interaction with the Delaware library community/ Qualitative methods Primary interaction with the Delaware library community took the form of involvement in two "Library Town Meeting" sessions held of June 21, 2011 and December 6, 2011. Participants in the LTM sessions included a majority of public library directors and branch managers from public libraries, some local library trustees, a few representatives of school and academic libraries, some members of the Delaware Council on Libraries and key DDL staff.

A significant portion of both LTM sessions (each attended by more than 60 members of the library community) was devoted to an examination of Delaware's LSTA program. Notes from breakout sessions and from reports back to the entire body were used by the evaluators to validate data gleaned from the state program reports and other statistical reports.

Because this qualitative approach involves individuals, the information received is susceptible to bias based on the self-selection of the participants involved as well as in the interpretation of the input received. In order to minimize bias in analysis, Himmel & Wilson used open-ended inquiries.

Quantitative Methods

Evaluation team members collated results from statistical analysis as well as from notes from sessions with DDL staff and members of the library community. This information was used to compile an initial assessment of how activities funded with LSTA aligned with the goals and objectives set forth in Delaware's LSTA Five-year Plan.

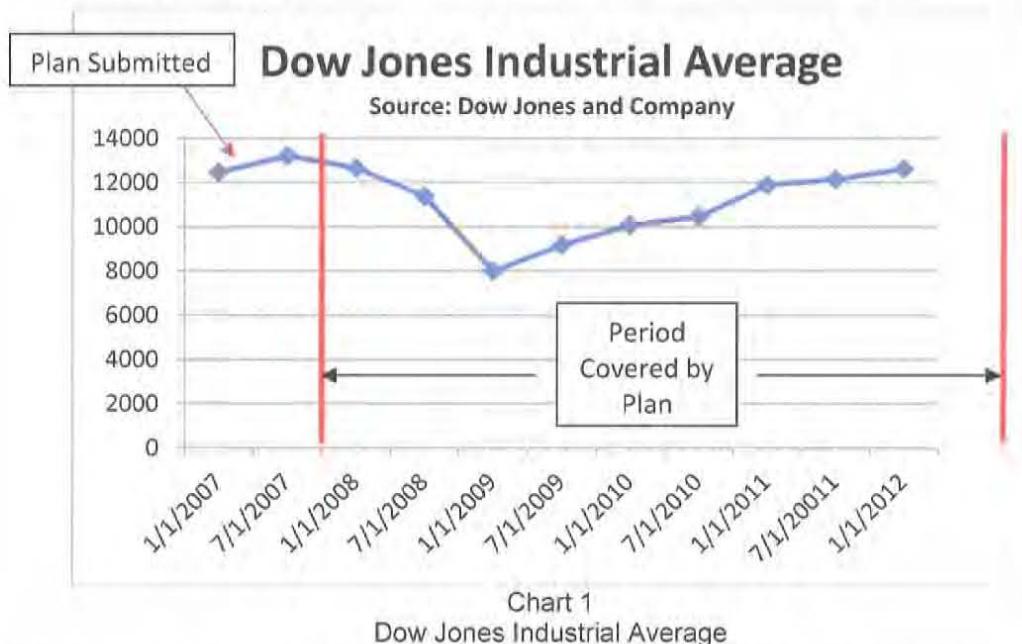
Himmel & Wilson synthesized the data and information collected and created a draft report in the format provided by IMLS in the "Guidelines for Five-Year Evaluation Report" document. Himmel and Wilson shared the draft report with the Delaware State Librarian in order to make sure that it would fully meet the expectations of the State Library agency and comply with IMLS requirements. The evaluation was then submitted to the Delaware Council on Libraries for their review at their meeting on February 2, 2012.

Himmel & Wilson provided the evaluation document to the State Library in print and digital formats. After acceptance of the report by the Council on Libraries, the evaluation was posted on the State Library agency's website (<http://state.lib.de.us/>).

THE IMPLEMENTATION ENVIRONMENT

"It was the best of times; it was the worst of times..."

Charles Dickens' famous words aptly describe the opportunities and challenges that American libraries have faced during the years included in this evaluation of the State of Delaware's implementation of the Library Services and Technology Act's (LSTA) Grants to States program. Delaware's Five-Year Plan for Federal Fiscal Year (FFY) 2008 – FFY 2012 was approved by the Delaware Council on Libraries on February 13, 2007. On October 9, 2007, just over one-week into 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.



During this same time period, libraries of all types were presented with amazing new 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

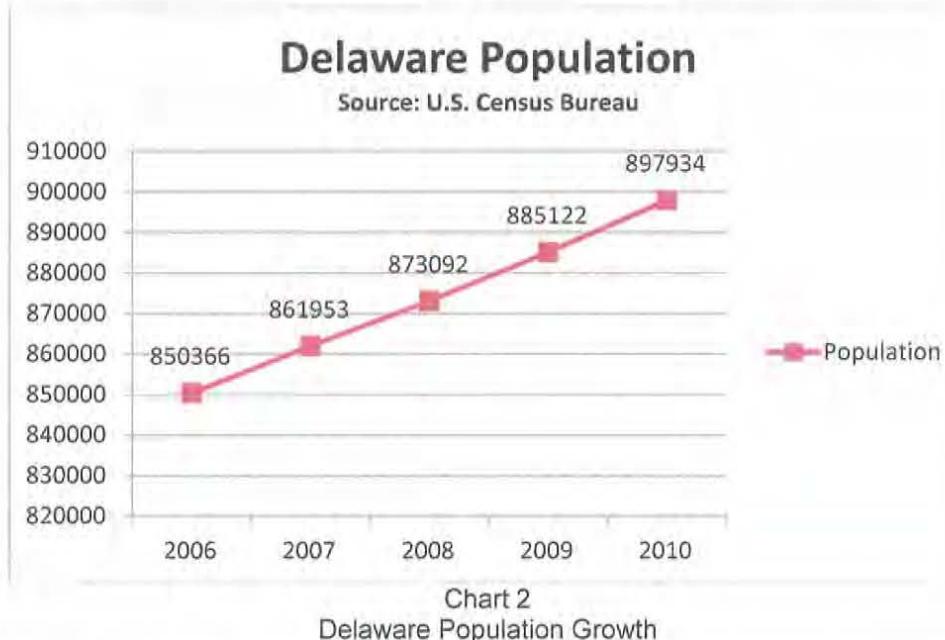
iPhone in January 2007 and the original Amazon Kindle was released in November of that year. The Barnes & Noble Nook was released in 2009; the original iPad went on sale in April 2010 and, in September 2011, the Nook broke the \$100 price barrier.

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. Library staff, often stretched even thinner than before by budget cuts, struggled to keep up with increased demands.

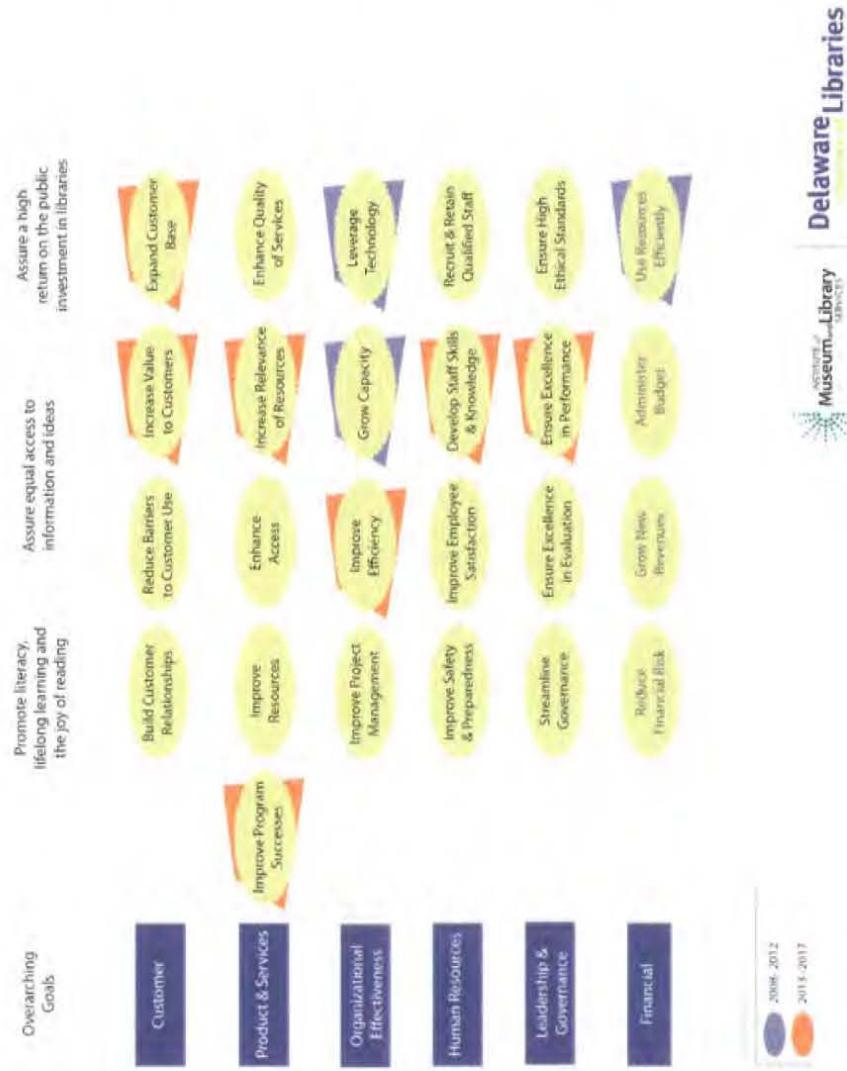
In short, the period of time covered by this evaluation of Delaware's implementation of the LSTA Grants to States program marks what has been arguably the most volatile period in the history of libraries in the United States. It is within this environment of towering expectations and deepening budget woes that the Delaware Division of Libraries set out on a quest captured in the vision statement on the first page of its 2008 – 2012 LSTA Plan. "Delaware libraries: 1st in the nation."

BACKGROUND

The needs assessment included in the 2008 – 2012 Plan offered a dismal account of the performance of Delaware's public libraries. At the time the Plan was submitted, the "First State's" public libraries ranked in the bottom quartile of most standard performance measures. Delaware ranked 41st among the states in print materials per capita, 42nd in full-time equivalent staff count and 47th in reference transactions per capita. Although the performance of Delaware's libraries was considerably better in circulation per capita and library visits per capita (ranked 30th in both categories), the plan pointed out that Delaware's population was projected to increase at a healthy rate and that merely keeping pace with growth would present a challenge. In fact, the projected population growth has occurred. Chart 2 shows this steady increase.



The Delaware Division of Libraries has based many of its decisions over the past seven years on a comprehensive plan that was developed in 2004. Although the plan has been revised and updated periodically, the "balanced scorecard" strategy map that outlines a statewide plan for library development has proven to be extremely durable. The strategy map, reproduced below, covers activities supported with funding from all sources. Delaware's 2008 – 2012 LSTA Plan directed most of its attention to three strategies that are highlighted in purple on the strategy map shown below. They are "Grow Capacity" "Leverage Technology," and "Use Resources Efficiently."



AN EVALUATION OF THE STATED GOALS AND DESIRED OUTCOMES OF THE 2008 – 2012 PLAN

Delaware's 2008 – 2012 Plan is not complex. It consists of only two goals. They are:

- Goal #1 – The people of Delaware will be served by libraries that promote literacy, lifelong learning and the joy of reading.
- Goal # 2 – The people of Delaware have equitable access to information and ideas through high quality libraries, outreach services and/or electronic/virtual library services.

Following is an assessment of each of the "Desired Outcomes" that were identified in the 2008 – 2012 LSTA Plan. A total of six desired outcomes were listed under Goal # 1 of the Plan.

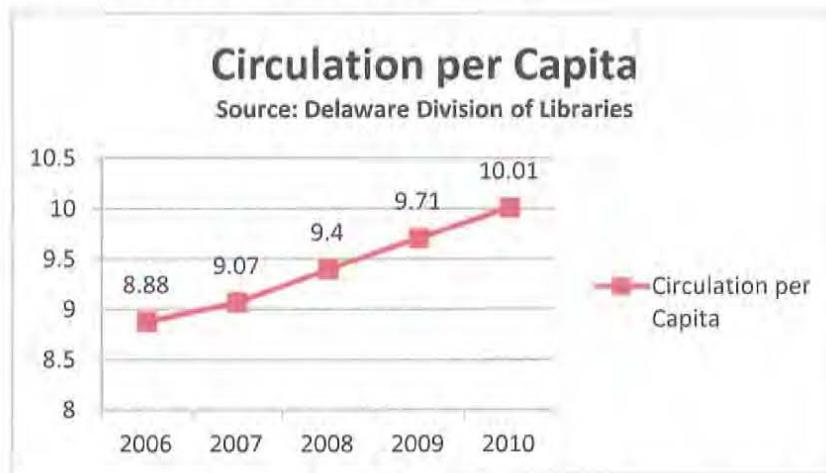
Goal # 1 - The people of Delaware will be served by libraries that promote literacy, lifelong learning and the joy of reading.

Desired Outcome 1.1

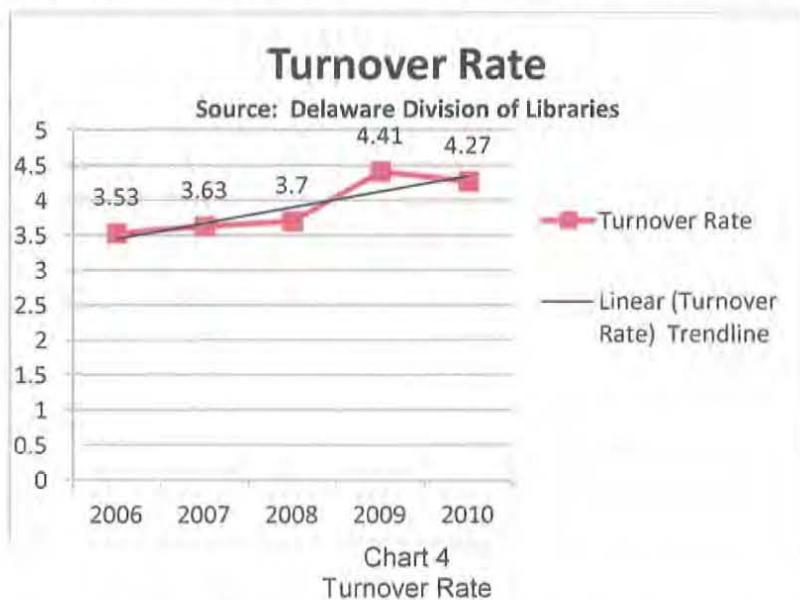
Improved quality of library resources on a statewide basis

The Plan indicated that this outcome would be measured using a collection use index that includes collection turnover rate and average age of collection.

The Delaware Division of Libraries did commission a collection analysis that was conducted by Baker & Taylor. While the statewide average age of collections was reasonable, this analysis identified that many libraries had collections that were quite dated. This triggered a shift from pushing for an increase in the number of volumes per capita to efforts to 'weed' collections. The average age of collections has not been measured on an ongoing basis. Nevertheless, two output measures indicate some positive movement in the area of collection quality. The first is simply circulation per capita. As Chart 3 illustrates, library usage has continued to rise on a per capita basis in spite of relatively robust population growth.



The turnover rate measure also reveals some positive news. Although the turnover rate declined slightly in 2010, the overall trendline is upward. Furthermore, part of the drop in turnover rate is related to a difference in the way in which non-print materials with multiple pieces had been counted by some libraries prior to their participation in the Delaware Library Catalog. This reduced circulation counts significantly for the affected libraries.



Comments from the library community regarding the quality of collections were generally positive. However, it should be noted that there is real concern about circulation trends given the growing popularity of e-books. In response to these concerns, this month, DDL has launched a major e-book initiative. A number of LSTA-funded programs directly impact this desired outcome. Certainly the fact that the Delaware Library Catalog now represents the holdings of all public libraries makes quality resources located at libraries other than a user's "home" library more readily accessible. Furthermore, the participation of academic and special libraries adds depth to the available stock of resources. Other efforts either funded by LSTA or coordinated by staff paid with LSTA monies include collaborative collection development efforts (including experimentation with floating collections) and improved quality of bibliographic records through a contract to acquire machine-readable MARC records through a commercial vendor.

Desired Outcome 1.2

Increased participation of targeted audiences in specific literacy and personal development (lifelong learning) programs

The Plan indicated that this outcome would be measured by a program success index that was never fully developed. Collecting quality program attendance data beyond the typical number of participants and targeted age group has proven to be very difficult on a statewide basis. Staff shortages at the local level have also contributed to the challenge. In fact, the combination of increased public demand and staff shortages has actually resulted in fluctuations in the number of programs offered by public libraries. After increasing in 2007 and 2008, the total number of

programs offered and total program attendance actually declined in 2009. Fortunately both the number of programs and program attendance appear to have rebounded in 2010.

In spite of some difficulty in measuring the impact of programming efforts, there are some notable successes both in regard to participation and in assessing outcomes. A considerable amount of input from participants in programs conducted under the umbrella of Delaware Library Learning Journeys has been collected. Efforts to encourage the public to develop reading journals received positive attention and enthusiastic adherents. This pursuit, along with several customer segmentation studies, yielded far more information about the public's interest in self-directed learning than had been known before.

Furthermore, some of the baseline data collected from program participants will be very helpful in measuring future success. For example, an experiment at conducting library sponsored programs in non-library venues resulted in the finding that 92% of attendees were library card holders. While this was somewhat disappointing in that the purpose of holding programs in non-library locations was to increase the participation of non-library users, it nevertheless offered insight that had previously been lacking.

DDL has gained considerable buy-in in regard to the importance of programming from the public libraries in the State. Twenty-three of the State's libraries agreed to participate in another Learning Journeys program entitled Recent Reads. To date, 17 of the libraries have conducted Recent Reads sessions for children, teens and/or adults. In short, DDL has fallen somewhat short of achieving its desired outcome in regard to programming. Nevertheless, it appears that Delaware now has better insights into self-directed and lifelong learning. One outgrowth of the information has been a refocusing of what had been the Library Associate Training Institute (LATI) into the Library Associate Learning Institute (LALI). This has not been a change in name only. In fact the curriculum for the program has been radically altered to incorporate Learning Journeys principles in an effort to position libraries as leaders for lifelong/lifespan/lifewide learning and librarians as lifelong learning specialists.

This focus on lifelong learning represents more than a subtle change in the nature of programming or the content of training for library staff. Rather, it signals a new vision for libraries in Delaware. This concentration on learning is reflected in a new vision statement, which envisions libraries as "Leaders in connecting and inspiring a lifetime of discovery."

Desired Outcome 1.3

Greater market penetration in summer reading program attendance

The Plan indicated that success in this area would be measured using an index that included a number of first-time participants and the total number of participants as well as exit survey results and subsequent behavior. Although the index described has not been fully implemented, DDL has nevertheless made a concerted effort to gain a better understanding of summer reading program participation. For example, DDL asked libraries to distribute surveys at Performance Arts Series events scheduled to facilitate sign-up for the summer reading program. A total of 33 sessions were held with over 3,600 in attendance (2,512 children and 1,105 adults). However, of greater significance than attendance was the fact that surveys were distributed and 317 completed surveys were received. Included in the information collected was data supporting the desired outcome. For example, 68% of the respondents indicated that at

least one family member had (or would be) checking out materials as part of their visit to the library. Five percent (5%) of the respondents indicated that they or one of their family members in attendance signed up for a library card during their visit. A total of 904 attendees (25%) were members of racial minority groups. This percentage is slightly lower than the total percentage of the non-white population in the State (31%). While these findings cannot be generalized to the entire State, again, DDL has made an exceptional effort to gain a better understanding of the dynamics and behaviors of an important segment of its customer base.

Desired Outcome 1.4

Greater awareness of specific library products and/or services

The 2008 – 2012 Plan described an ongoing effort to track public awareness of library products and/or services by including a “library question” on an annual telephone survey of State residents conducted by the University of Delaware Center for Applied Demography and Survey Research.

While other efforts have been made to assess awareness of specific library services and programs, the formal process of including a library question on the statewide survey has not been implemented largely due to the shortage of staff.

Desired Outcome 1.5

Increased use of libraries by residents of targeted areas with high percentages of unserved/underserved populations.

The 2008 - 2012 Plan indicated that this outcome would be measured by using geographic information system software to track usage in unserved/underserved areas.

It has been determined that this effort would be most useful after 2010 U.S. Census data became available. Now that all public libraries are participants in the Delaware Library Catalog and more detailed U.S. Census information is available, the effort to track and analyze this data is underway. Monthly samples of circulation data (active addresses only) have been drawn each month since March 2011. Maps comparing the number of active household in areas of the State identified as unserved/underserved will begin soon. It is anticipated that this information will be useful for many different purposes ranging from facilities planning to targeting outreach activities.

Desired Outcome 1.6

Improved staff skills and knowledge on a statewide basis

The 2008 – 2012 Plan called for the development of a human resources index that would track the educational background, years of service and amount of training for all library staff.

Although a formal index has not been created, reasonably good data exists for staff members who have been involved in the Library Assistant Training Institute and the relatively new Library Assistant Learning Institute program that has replaced LATI. Input received from LALI participants corresponds with DDL’s assessment that the LALI program represents “not just a basic skills training series but an entirely new way to approach library continuing education.”

Library directors in the State are also enthusiastic about the new skills and professionalism that LALI participants bring back to the workplace.

A good example of how Delaware attempts to coordinate the use of its LSTA funding with dollars available from the State, a recent change in the Delaware Code requested by DDL allows scholarship funds that were once available to students pursuing a Master's degree in Library Science or Archival Studies to work on a Bachelor's degree. The combination of the LALI program with the scholarship money from the Ada Leigh Soles Memorial Fund (not LSTA-funded) provides a continuum of learning for talented individuals to work their way from the Library Associate level to a professional position.

Goal # 2 - The people of Delaware have equitable access to information and ideas through high quality libraries, outreach services and/or electronic/virtual library services.

Desired Outcome 2.1

Improved quality of library services on a statewide basis

The Plan described tracking an index that combines open hours, number of square feet of library space per capita, volumes per capita and the number of public access computers per capita. Although these components have not been combined into a formal index, all have been tracked. Two of the measures (Square Feet per Capita and Internet Computers per 1,000 Population) have increased steadily during the period covered by the evaluation. Annual Hours Open and Holdings per Capita have been somewhat more volatile. Both measures dropped in 2009, but recovered slightly in 2010.

	Annual Hours Open	Square Feet per Capita	Holdings per Capita	Internet Computers per 1,000 Population
2006	89969	0.45	2.52	0.44
2007	90712	0.46	2.5	0.51
2008	92293	0.46	2.56	0.53
2009	86433	0.47	2.20	0.55
2010	87289	0.51	2.34	0.59

Table 1
Accessibility Measures

The chart on the following page offers a combined view of these measures by normalizing each measure as whole numbers. The picture that emerges is one that demonstrates that the potential for service among public libraries has nearly been maintained in some areas (Collection Size per Capita and Hours of Service) and has clearly improved in two others (Square Feet per Capita and Number of Internet Accessible Computers). Two additional factors make this performance notable. One is the fact that several of these are per capita measures and, as you will recall, Delaware's population has continued to grow during the recession. The second factor was also mentioned earlier. Delaware libraries have concentrated more on the quality of their collections rather than on the quantity of their

collections. However, it should also be noted that these accessibility measures are more related to the *potential* to serve rather than to *quality* of service. It should also be noted that progress in this area is due to the investment of local, state and federal dollars rather than LSTA funds alone.

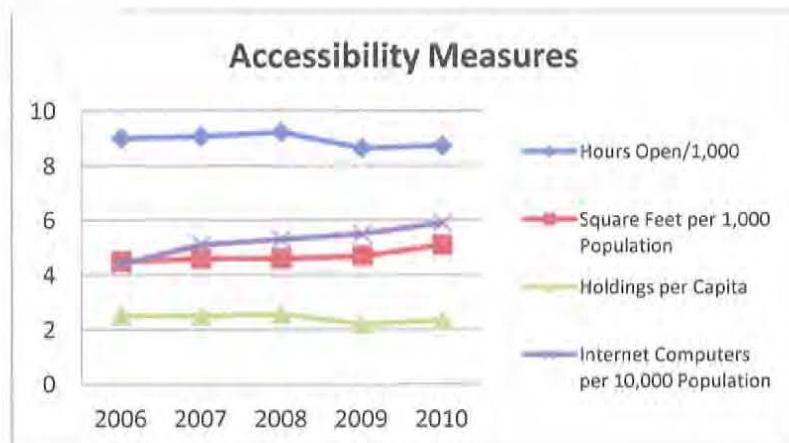


Chart 5
Accessibility Measures

Desired Outcome 2.2 Increased participation in the Delaware Library Catalog

The 2008 – 2012 Plan called for measuring progress in this area by the number of libraries participating, by the service population of the participating libraries and by the number of school, academic and special libraries participating.



Performance in regard to this outcome has been nothing short of extraordinary. When the Plan was submitted in 2007, few thought that it was possible that all of Delaware's public libraries would be participating in a single shared integrated library system in 2011. In fact, that is exactly what has been accomplished. It is hard to overstate the importance of this fact in terms of resource sharing. While many states must invest funds in statewide union catalogs and in licensing interlibrary loan software systems, Delaware offers the end user the opportunity to locate and access materials from all public libraries and from a dozen academic, school and special/governmental libraries.

Progress in adding academic, school and special libraries to the Delaware Library Catalog has been relatively slow; however, this measured approach has been necessary given the enormity of the task of nearly doubling the number of public libraries participating in a few short years. The Wilmington University Library recently joined the consortium and a number of additional school libraries are scheduled to be added in the near future.

There is no question that LSTA funding has played a significant role in the growth of the Delaware Library Catalog. DDL has invested nearly \$ 600,000 of its LSTA Grants to States allocation to this effort in the last three years. However, the implementation of the statewide

integrated library system has also been supported with State, and through investment in staff, local dollars as well. The Delaware Library Catalog is an excellent example of the coordination of local, state and federal funds to achieve outstanding success.

Desired Outcome 2.3

Increased use of virtual and electronic services

The Plan calls for measuring progress in these areas using output measures related to individual services.

Library Services and Technology Act funds (and Library Services and Construction Act (LSCA) funds before LSTA was put in place) have played a significant role in providing Delaware residents with access to digital/electronic resources. Often, as in the case of online databases, federal funds have been used as seed money to demonstrate the value of services that are subsequently picked up with State funding. Delaware now offers a variety of electronic/virtual services and pays for them with a blend of federal, State, and to a lesser extent, local funds. (The State of Delaware appropriated \$ 350,000 for database licensing in FY 2012. The library community is seeking \$ 500,000 for databases and e-books in FY 2013.)

Included among the electronic resources and services offered to Delawareans are online databases, virtual reference services (recently re-branded as Ask-a-Librarian – Delaware), and a variety of e-book offerings. Other efforts to enhance access to e-content include the digitization effort undertaken with LSTA Connecting to Collections funding. Efforts are also underway to streamline access to a wide variety of electronic resources through a Delaware Library Catalog “portal.”

The transition to the Delaware Library Catalog has prompted a change in how online databases are accessed. As has been the case in many other states, access to the databases is highly valued by the librarians of the State because of their inability to afford licensing access to the content locally. At the same time, participants in the Library Town Meetings expressed disappointment in the degree to which these resources are used and supported efforts to link these resources more closely to the Delaware Library Catalog. This transition is currently underway.

At the same time, major efforts that are partially LSTA-funded are underway in the areas of virtual reference and in regard to e-content. The virtual reference efforts have been reorganized and revitalized and participation by individual libraries across the State has increased significantly in the past year. It should be noted that reference services were identified as a weakness of Delaware public libraries in the needs assessment section of the 2008 – 2012 LSTA Plan. Reference statistics remain at relatively low levels. Virtual reference represents a real effort on the part of DDL to move toward a new model of information service that more closely reflects the information seeking behavior of end users. It is too early to declare the Ask-a-Librarian – Delaware program a success. However, the program appears to be gaining traction with individual libraries. This is a truly hopeful sign.

The Delaware library community has indicated that providing greater access to e-content is a high priority. The evaluators heard this from participants in the Library Town Meetings. While DDL had made a few forays into the world of e-books in the past, January 2012 marks the point

at which the State Library Administrative Agency moved into "OverDrive," both literally and figuratively. At the December Library Town Meeting, DDL unveiled a coordinated effort to the roll out of a major e-book initiative including essential training components subsidized with LSTA funds. Plans are also underway for a Delaware Library Catalog "mobile app" that can be used to access the catalog, account information and e-books. Again, it is too early to declare efforts to increase the usage of electronic resources a success; however, early indications are that the public is beginning to make the connection between e-content (including virtual reference services) and libraries in Delaware.

Resource	iPad	iPhone & Android	iPod	Kindle	Kobo	MP3 Player	PC	Nook	Sony
Overdrive eBooks Popular fiction/nonfiction	✓	✓	✓	✓	✓	✓	✓	✓	✓
OneClickDigital eAudiobooks (recorded books) Popular fiction/Nonfiction Audiobook titles	✓	✓	✓	-	-	✓	✓	-	-
EBSCO eBooks Nonfiction eBook titles	✓	✓	✓	✓	✓	✓	✓	✓	✓
EBSCO Book Collection Collection of (mostly short) non-fiction works in full-text. Text to speech available.	✓	✓	-	-	-	-	✓	-	-
Ebrary Nonfiction eBook titles	✓	✓	-	-	-	-	✓	-	-

Updated: December 29, 2011

Desired Outcome 2.4

Increased number and enhanced quality of partnerships

The 2008 – 2012 Plan envisioned the creation of a partnership index to measure the quality and impact of partnerships. Although staff reductions stood in the way of the development of this index along with several others, DDL has enjoyed outstanding programmatic success in this area through its investment of LSTA funds. The Delaware Libraries Community Resource Exchange (CRE) is, in fact, a model program worthy of replication by other states.



The CRE website describes the Community Resource Exchange as "bringing social service organizations, agencies and public libraries together as Partners to maximize their resources." In fact, more than 100 organizations have joined the Exchange since its launch in 2008. Initial efforts to facilitate the sharing of information about non-profit and governmental social service and support agencies has grown to encompass real, durable and productive partnerships.

The best illustration of the formation of productive partnerships takes the form of CRE members joint participation in Delaware's successful BTOP (Broadband Technology Opportunity Program) application designed to create the "Job Centers @ Delaware Libraries" program. A case can be made that a relatively small investment of LSTA Grants to States funds (less than \$10,000 per year in each of the past three years) helped secure the \$ 2.8 million dollar BTOP grant.

It is impossible to accurately assess the statewide impact of this program; however, it is apparent that the CRE program has resulted in better connections between a host of social service agencies and libraries as well as improved connections between and among the other participating agencies. Furthermore, the benefits to the end-users of services ranging from housing to employment and health to child welfare appear to be enormous.

Desired Outcome 2.5

Enhanced access to library resources through the reduction of delivery “cycle time”

The 2008 – 2012 Plan called for measuring success in this area by a decrease in the average delivery cycle time.

This issue has been addressed on an ongoing basis using sophisticated methodologies. DDL first introduced the library community to LEAN Library Management techniques through its “If All the Delaware Library Community Read the Same Book” program. The next step in the process was a baseline “transit” survey that started to document process issues. This in turn resulted in “Value Stream Mapping (VSM)” efforts. Along the way, libraries started implementing low-tech changes in their processes ranging from the discontinuation of the use of bubble wrap on non-print materials in transit to the reorganization of workspaces in local libraries.

The LEAN Macro VSM process has revealed the complexity of Delaware’s resource sharing system. (A copy of the initial “transit map” is provided as APPENDIX A to this report.) Efforts are underway to improve and streamline processes by harnessing the skill and knowledge of Delaware library workers in a team effort to achieve a higher level of efficiency.

These efforts are directly connected to needs identified in the 2008 – 2012 LSTA Plan. The plan noted the low level of staffing in Delaware’s public libraries. While staffing levels have improved marginally in the intervening years, this growth has barely enabled libraries to keep up with increased demands. Achieving a higher level of efficiency in basic processes is key to freeing up staff to become “...leaders in connecting and inspiring a lifetime of discovery.”

Desired Outcome 2.6.

Enhanced access to historic resources through digitization

The Plan called for success in this area to be measured by the number of items digitized and the frequency of electronic access to the digitized resources.

Most of Delaware’s digitization efforts have been undertaken using fund sources other than LSTA Grants to States funds. A separate “Connecting to Collections” implementation grant has enabled Delaware to move forward on digitization efforts including the implementation of the use of Content DM software.

Furthermore, a physical move of the SLAA into the Delaware Public Archives facility has resulted in a closer relationship between DDL and the Archives agency. This, combined with efforts to create a robust Delaware Library Catalog portal for access to all types of electronic resources, provides a solid foundation for future advancements in this area.

Desired Outcome 2.7

Increased access to materials in alternative formats by Library for the Blind and Physically Handicapped patrons

The 2008 – 2012 Plan indicated that success in this area would be measured by traditional output measures including usage of alternate format materials and the number of registered users.

The 2008 – 2012 period has been a time of considerable change for all National Library Service (NLS) cooperating libraries including Delaware Library Access Services (DLAS), formerly the Delaware Library for the Blind and Physically Handicapped. The transition to a new digital player and new digital media marks a dramatic change to the traditional “talking book” service. In Delaware, this dramatic change was accompanied by a physical move (not a small task) and a name change that better reflects the scope and purpose of the program.

The success of the transition to the digital format is obvious from last year’s circulation statistics that show that digital books accounted for 22,686 of a total of 38,252 transactions (59.3%). This is a dramatic transformation especially when the prevailing demographic of the customer base (predominantly elderly) is considered. Acceptance of the new digital player is obvious from a comment from a reader who in returning their cassette machine included a note that said “...the digital machine is wonderful so the old machine is no longer needed.”

Although quality outcome data is not available for this program, the impact of DLAS activities on the lives of individuals is well documented. Anecdotal data is replete with words such as “making my life better through talking books” and “this service is a godsend!”

The availability of BARD (the Braille and Audio Reading Download program), signals additional change. Delaware is not alone in wondering what talking book programs will look like in the next five years, let alone a decade. Some attention should be given in the next plan to working with other states to develop (a) new model(s) of service delivery.

Finally, the assessment of the DLAS program is not entirely positive. Of a total of 1,087 active patrons, 180 new users were added and 244 were deleted from the roles in the past year. Furthermore, the number of children participating in the program (only 5) is very small compared to many other NLS cooperating libraries. Identifying more effective ways of connecting with non-traditional users of talking book programs should be part of DLAS’ efforts to re-invent itself.

Desired Outcome 2.8

Increased content on library websites

The Plan called for the measurement of “hits” and of the “duration of virtual visits” on library websites.

To date, the website usage data has not been collected. Again, staff shortages at DDL are largely to blame for this shortcoming. Nevertheless, the fact remains that many, if not most, of the websites of Delaware’s public libraries are rudimentary at best. The public increasingly judges organizations by their web presence and by their activity on social media sites.

While DDL is working to make the Delaware Library Catalog portal a robust “front door” to virtual library services, individual library sites (and the DDL site) need improvement as well. Developing strategies to address this deficiency is critical to the image of Delaware’s libraries.

SUMMARY OF FINDINGS

Retrospective questions:

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

Yes. The programs and initiatives undertaken by DDL using LSTA funds directly impacted all six of the LSTA Grants to States priorities that were in place at the time the Plan was developed.

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

The Delaware Division of Libraries Plan focused on three very basic strategies (Grow Capacity, Leverage Technology and Use Resources Efficiently). Limiting the number of strategies served DDL well when staff reductions occurred. The narrow focus of the plan helped DDL prioritize their activities and virtually all of the programs and initiatives that were undertaken had a direct impact on one or more of the strategies.

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

The two programs that account for more than eight-tenths of LSTA expenditures (The Delaware Library Catalog and Statewide Library Development) are fairly heavily oriented toward building and maintaining a strong infrastructure for library services. While the Statewide Library Development does include some services that target end-users (e.g., Delaware Center for the Book), the emphasis in the 2008 – 2012 plan has been on strengthening what had been a weak framework for service in the past.

The improvements brought about through the strategic investment of State and LSTA funds in the past few years is already impacting the thinking going into the next five-year plan. As is illustrated on the strategy map on page 7, several of the strategies that will be the focus of the 2013 – 2017 plan are at the “Products and Services” and the “Customer” levels rather than at the “Organizational Effectiveness” and “Financial” levels.

As an example, interaction with the Delaware library community indicates that there is a great appreciation for the progress that has been made through the expansion of the Delaware Library Catalog to include all public libraries in the State as well as a number of academic, school and governmental/special libraries. These gains are, however, prompting calls for enhancing the catalog’s capabilities to better serve the public. In other words, success in implementing the 2008 – 2012 Plan is prompting a shift in future implementation strategies.

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

The programs and initiative undertaken by DDL with LSTA funds benefited a number of different target audiences. Several of the major programs carried out impacted the general population. The growth of the Delaware Library Catalog to encompass all public libraries in the State is the primary example of this broad-scale impact. Other programs including Delaware Library Access Services (DLAS – formerly the Library for the Blind and Physically Handicapped) and the Library Associates Learning Institute (LALI) targeted very specific populations identified in the LSTA Grants to State priorities and in Delaware's LSTA Plan.

Process questions:

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

The 2008 – 2012 LSTA Plan was never formally amended. Modifications in the implementation of the Plan were minor and occurred at the individual program level rather than at the goals and objectives level. For example, specific programs that were not generating anticipated results such as the OverDrive audiobook component of Delaware Library Access Services were dropped. This decision was primarily driven by fiscal realities, low performance as measured by outputs and by the fact that downloadable content was becoming available to the DLAS clientele through the National Library Service (NLS) BARD: Braille and Audio Reading Download program rather than being motivated by outcome-based data. However, in the case of Delmarva Discussions, some outcome-based data was a factor. In this instance efforts and LSTA funding was consolidated to support "Learning Journeys" efforts that were generating greater results in the lives of participants.

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

As stated above, performance metrics played a large part in the decisions that were made to eliminate a few specific programs.

3. How have performance metrics been used to guide policy and managerial decisions affecting the State Library Agency's LSTA -supported programs and services?

Delaware has approached their efforts to increase access to quality resources and services that "ignite a learning passion" in all Delawareans in a holistic way. While DDL has been careful to use LSTA funds solely for allowable purposes and in keeping with the LSTA Grants to States priorities, they have viewed State and LSTA funds as working in concert to achieve their goals. This approach is clearly illustrated in a document that was distributed at the June 2011 Library Town Meeting. The document provides an overview of both LSTA and State-funded programs as well as related efforts supported through sources such as the Broadband Technology Opportunity Program (BTOP). (See APPENDIX B.)

While the expenditure of LSTA funds has been narrowly focused on growing capacity, leveraging technology and improving processes, efforts undertaken with funds from other sources including State subsidized library construction efforts and BTOP initiatives designed to extend broadband access are clearly related to DDL's LSTA focus.

The Delaware Division of Libraries has been an active and enthusiastic participant in the State of Delaware's "Quality Initiative." As a result of the adoption of quality management principles, using performance metrics to guide policy and managerial decisions has become the norm for DDL.

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

The primary challenges related to using outcome-based data to guide policy and managerial decisions over the past five years have been related to staff shortages. The collection of good output data, let alone quality outcome data, usually requires the allocation of significant human resources to design data collection mechanisms, to collect and monitor ongoing progress and to analyze data. Significant staff reductions at DDL has impeded the Division's ability to generate the level of data it needs.

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?

Perhaps the best illustration of this already happening relates to the "value-stream mapping (VSM)" process that is already underway. Simply unifying libraries under a single integrated automated library system does not automatically bring with it a complete integration of processes. DDL, working collaboratively with teams from Delaware libraries in the VSM effort, is already applying performance metrics to identify ways to achieve greater efficiency. Initially this effort is aimed addressing issues raised by the expansion of the Delaware Library Catalog. However, in doing so, DDL and the library community are gaining skills that can be applied to solving other problems using performance metrics.

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

Again, the VSM process holds great potential for the future. Performance measures captured as part of the VSM effort in 2011 can serve as an initial set of benchmarks for elements of the 2013 – 2017 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.

Delaware, not unlike most other states, has had a difficult time assessing outcomes. In part, this is due to the fact that the focus of most of the programs and initiatives included in the 2008 – 2012 Plan are “once-removed” from the end user. It is simple to document the impact that the Delaware Library Catalog has had on circulation and resource sharing. It is far more difficult to assess how providing greater access to resources on a statewide basis impacts the lives of individuals.

DDL, again like most other SLAAs, has been more successful in getting closer to capturing outcomes in regard to services that are offered directly to individuals. Anecdotal information strongly supports the conclusion that the transition to the digital talking books now offered through the NLS/DLAS program has had a direct impact on the lives of individuals. In a similar fashion, the Community Resources Exchange program has clearly made a difference in the lives of individuals in need by streamlining their access to the 100+ non-profits and social service agencies now participating in the effort. While better ways of measuring outcomes are needed, DDL is getting closer to outcome-based assessment.

Along these lines, DDL is carefully examining the work on “Assessment Frameworks” and “Results Chains” that is being coordinated by IMLS in cooperation with state library administrative agencies across the nation. DDL is particularly interested in how this work may apply to its efforts in lifelong learning since the Division has made it a goal to position libraries as “leaders for lifelong/lifespan/lifewide learning.”

Optional Questions Posed by IMLS:

Consideration of these questions by DDL is just beginning as the process of developing the next five-year plan unfolds; however, some of the evaluators’ initial reactions based on an analysis of the implementation of the 2008 – 2012 Plan follow.

1. 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?

Based on work on LSTA evaluations in multiple states, the evaluators’ believe that the identification/creation of quality benchmark data is essential to the success of any outcome-based assessment approach. A critical examination of existing data resources and the application of simple questions such as “Does this data help us measure the outcome(s) of interest?” will go a long way in improving the chance that future assessments will succeed. Too often, the available data isn’t examined until it is simply too late. Furthermore, when existing data is found to be wanting, a process for collecting the data to be used for benchmarking purposes should be included in the Plan.

2. 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.

Given the high level of success that Delaware has experienced in implementing its 2008 – 2012 Plan, the evaluators are hesitant to promote wholesale changes in the approach

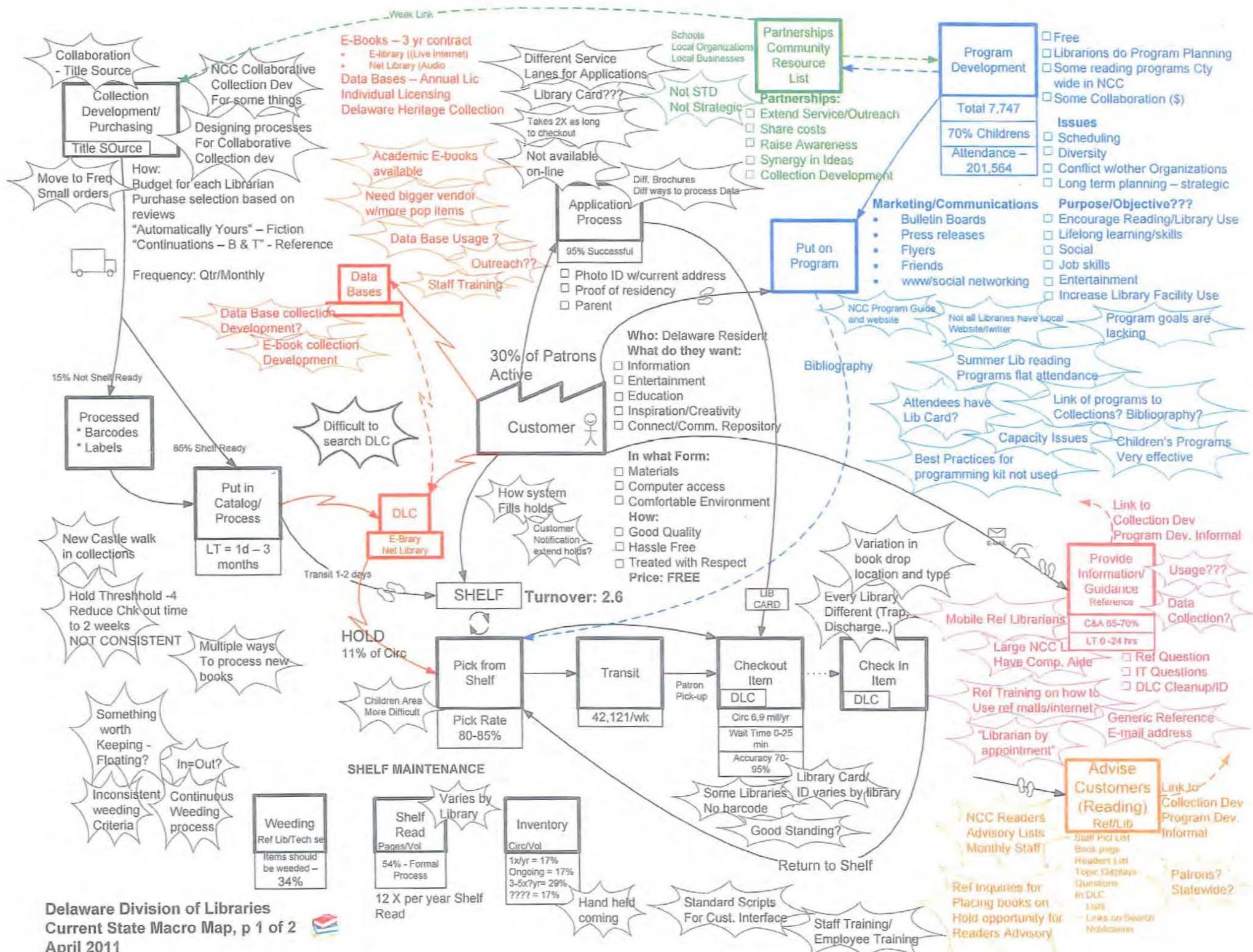
taken to the 2013 – 2017 Plan. It seems entirely appropriate for DDL to continue most of its existing programs/initiatives and to shift the focus to strategies that will have a more direct impact on the end-users/customers of libraries. This is exactly the direction that DDL has indicated it is interesting in pursuing (see the orange highlighted ovals on the strategy map on page 7). This approach is also entirely consistent with the input received from the library community. They identified “listening to the voice of the customer,” “enhancing the Delaware Library Catalog and making it more customer friendly,” and “increasing digital/electronic content” as high priorities along with “staff development.”

The choices made for investing and leveraging LSTA funds under the existing Plan have been sound. Refining and slightly re-focusing efforts in the same categories appears to be sound as well. One area that has not been mentioned in the context of the future is the Delaware Library Access Services. This program may deserve greater attention. Library services to the blind and physically handicapped has experienced a sea-change over the past three years with the advent of the digital talking book and the BARD program. Expending some LSTA dollars to examine what this program will look like in the future as more and more individuals make use of BARD is sensible. The State Librarian has already indicated her hope that NLS can help DDL in “integrating library services for people with disabilities with our public libraries.” She has expressed a concern about “perpetuating a service that is separate but equal.” The question of how best to serve populations with special needs deserves further study and LSTA may play a role in clarifying the issues and possible solutions.

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

The “Statewide Library Development” category was by far the hardest of Delaware’s program to assess. This is largely the case because the category includes a relatively large number of sub-programs. Because expenditures under this program are heavily driven by funds allocated for staffing purposes and because virtually all of the sub-programs require staff, it is understandable why all of these programs are bundled together. However, the evaluators’ believe that it would afford greater clarity if the programs that are end-user/customer oriented (Center for the Book, virtual reference [Ask a Librarian], etc.) were broken out from those that are library-centric (e.g., consulting, staff development, process improvement, etc.).

APPENDIX A



Map Key	
	Physical Collection Management
	Electronic Collection Management
	Partnerships
	Programs
	Reference
	Reader Advisory

Metric	Ave	Range
Turnover	2.6	0.5-5.2
% Active Patrons	30.3%	12-46%
6 month Circulation	2.9 Million (increasing)	
% Books to be weeded (not circ in 3 yrs)	34%	5 – 68%
% AV Items to be weeded (not circ in 1 yr)	20%	3.1 – 48%
Holds (as % of Circ)	11%	3.5 – 21%
Items in Transit	42,121/week	

The Delaware Library Catalog consists of 48 Libraries:

33 Public
8 academic
7 specials

Size	Kent/Sussex	New Castle
Large	Anchor	Regional
Medium	Regional	Area
Small	Community	Community/ Neighborhood

Among the Libraries governance can be:

- County
- City
- Independent/Contract
- Academic
- Specials

Typical staff includes:

- Circulation
- Pages
- Reference/Adult services
- Tech Services
- Administrator
- IT
- Acquisitions
- Custodians
- Security
- Book Keepers
- Grant Writer



APPENDIX B

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

1 ~ Customer

Program	Accomplishments
DE Libraries Community Resources Exchange (CRE)	<p>2008: Launch of CRE with 90 non-profit & social service agencies committed to assist individuals in tough economic times.</p> <p>Two Partner Showcases gave librarians opportunity to learn about community programs in order to refer the public.</p> <p>Partners listserv went live.</p> <p>2009: CRE currently includes 110 members.</p> <p>The Partners wiki libguide went live.</p> <p>The 3rd Showcase was held.</p> <p>Partners have made presentations about their services to the public in libraries.</p> <p>DDL continues to distribute materials to the libraries for Partner agencies.</p> <p>2010: Governor & Secretary of State attended the CRE Partner Showcase.</p> <p>Raina Allan, Lt. Governor's Director of Community Engagement & Programs is participating in the partner listserv</p> <p>2011: Partners were invited to participate in the successful \$2.8 million BTOP application to create Job Center @ Delaware Libraries</p> <p>Received 2011 First State Savings Star Award from DE Financial Literacy Institute.</p> <p>Implement BTOP Job Centers @ Delaware Libraries</p>

 Next Steps

Delaware Library Catalog Portal



Customer Service

2012: Further web development, social media

2011: Lean VSM, Learning Journeys projects to obtain voice of the customer

2012: Training and consulting from experts to develop best practices aligned among libraries.

Friends of Delaware Libraries



Facilitated Annual Meetings

Coordinated annual Div of Arts NLW Grant through 2008

2010: Delaware Community Foundation conducted workshop in support of Library Master Fund

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

2 ~ Products & Services ~ Integrated Collection & Programming Development

Program Accomplishments



BTOP Job Center @ Delaware Libraries

2010: Received \$2.8 million grant from Gates and NTIA.
2011: Installing wireless at all public libraries



Your free ticket to learning, job resources & more!

► Next Steps

Curriculum and labs at Dover, Wilmington, Georgetown, and Seaford to be tested during soft opening in summer 2011; grand opening launch in August
2012: Install videoconferencing



Delaware Library Learning Journeys

Program development began in 2003; Learning Ecosystem for lifelong / lifewide learning is in alignment with 2009 IMLS 21st Century Skills. Obtains voice of the customer, in quality terms, for input into collection & program development.

Beginning with the first DE Book Festival, over 48 Learning Journeys programs and presentations have been conducted for 685 participants.

2009: Question Journal for parents of preschoolers released in pdf, Even Start teachers tested the tool

2010: Infused Learning Journeys into LALI (Library Associates Learning Institute)

The Art of Journals online exhibit features DE artist Victor Letonoff
Unleash Inner Genius libguide released

2011: *Librarian's Leadership for Lifelong Learning* dissertation completed, receives top honors from Wilmington University.

LA's test Recent Reads in Delmar, Frankford, Kent, and Laurel
Non-traditional Book Program Workshop and grant program begins



► Next Steps

Apply results of Non-traditional Book Program grant program.

SIMA (System for Identifying Motivated Abilities) Workshop

Develop committee/listserv for Strategic Programming Development

Future development of services to capture & deliver Delawareans knowledge to the world

Virtual Reference

2009: New logo

Twitter services implemented

2010: Cathay Crosby provides consultation to revamp and expand the program

► Next Steps

Sign up additional Reference librarians for Virtual Reference training



DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

2 ~ Products & Services ~ Integrated Collection & Programming Development

Program	Accomplishments
Collaborative Collection Development	CCD piloted based on results of Baker & Taylor collection analysis. All books purchased were cataloged as Floating.
..... ► Next Steps	Lean VSM (Value Stream Mapping) to identify and operationalize statewide processes. Implement CollectionHQ as soon as feasible
Delawareana	2010: ContentDM was implemented in the spring IMLS Connecting to Collections grant approved! \$220,000 Training began in October; statewide Conference held in May 2011 Partnership developed with DE Humanities Forum Licensed PastPerfect for Museums and Historical Societies Implemented Content DM ; Delaware Heritage Collection
..... ► Next Steps	Purchase laptops to load ContentDM and PastPerfect to minimize tech support Expand repository to include both historical information and current creativity & innovation
Electronic Resources	2008-09 DDL continued to add resources through streamlining, consolidation, and negotiation. Most EBSCO academic databases were upgraded to the highest available content levels, readers advisory service NoveList K-8 was added, and a new A-Z interface. 2010: Ebrary eBooks added to DE Library Catalog
..... ► Next Steps	Expand downloadable e-books asap!
Federal Documents	Electronic Fed Docs added to the Delaware Library Catalog

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

2 ~ Products & Services ~ Integrated Collection & Programming Development

Program

Accomplishments

What's The Big Idea

2006-2009, 19 DE Youth Services' librarians completed the fourth and final year "What's the Big Idea", a pilot project from Mother Goose Programs at the Vermont Center for the Book to infuse math and science into all areas of library practice.

Mother Goose Programs submitted another grant to the NSF; Delaware is one of 12 states included in the grant.

Next Steps

Delaware AeroSpace Education Foundation awarded grant to conduct STEM workshops in every library during Fall 2011.

Additional STEM workshops planned for 2012 Summer Library Reading program.



Summer Library Reading Program

2008: Catch the Reading Bug. 12,302 children registered for the program.

2009: Be Creative @ Your Library, 14,004 children registered for the program, a 14% increase over 2008.

First Lady Carla Markell kicked off the program at the Dover Public Library in her first public library event.

2010: Make a Splash @ Your Library. 13,147 registered for the program.

2011: "One World, Many Stories"

Delaware Center for the Book

January, 2009: Application to renew the Delaware Center for the Book affiliation was granted by the Center for the Book at the Library of Congress.

2006-2010: Received IMLS grants totaling \$10,000 through COSLA to exhibit at the National Book Festival's Pavilion of States.

2007- 2011: Letters About Literature. Over 1,000 Delaware students participated in the national reading/writing competition. Each year, 3 DE state winners receive \$100 in addition to \$100 to the library of their choice for collection development.

2009: DE CFB received a \$20,000 grant from NEA to implement The Big Read in DE; selecting "The Maltese Falcon" for the one-book, one community reading promotion.

2008: 3rd DE Book Festival – Attendance estimated at 4,000. Authors included: Laurie Halse Anderson, Marc Brown, Dale Brown, Michael and Kathleen Gear, Tess Gerritsen and Jon Scieszka

2009: DE Book Festival on hiatus due to the economy. Off the Page series initiated to continue the mission of the Delaware Book Festival during its hiatus. Authors include:

Feb. 6, 2009: Nikki Giovanni at Wilmington University

Sept. 14, 2009: M.T. Anderson at University of Delaware

Oct. 17, 2009: Barbara Graham at the Milton Public Library

Dec. 18, 2009: David Plouffe at Wilmington University

Sept. 23, 2010: M.T. Anderson at Lulu Ross Elementary School and Delaware Public Archives, hosted at Dover Public Library.

Feb. 26, 2011 Charles Todd , Hockessin Public Library

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DELAWARE
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DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

3 ~ Organizational Effectiveness



Program Accomplishments

Library Technology Infrastructure www.lib.de.us

Delaware Library Network / Delaware Library Catalog
2008: 41 libraries now participating!
2009: Wilmington Libraries and Wilmington University joined in Dec. 2009.
2010: New Castle County libraries migrated, statewide go live held in September!
DE Catalog Portal showcases library services through blogging, Ask A Librarian, and libguides.
2011: Edison Charter School Library agreed to join; additional meetings with school libraries



→ Next Steps

More eBooks!
Lean VSM to maximize statewide infrastructure & collaboration

Statewide Master Plan/Study for Library Services & Construction

	Appropriations	State Aid	Construction	Square Footage	Library Card Holders
FY2007	\$4,469,500	\$8,797,000		392,864	493,934
FY2008	\$4,669,500	\$1,000,000		413,167	495,774
FY2009	\$4,569,500	\$10,525,000		413,167	525,474
FY2010	\$4,369,500	\$2,060,000		470,603	482,245
FY2011	\$4,369,500	\$7,068,714			

Ribbon cuttings! – Bridgeville, Hockessin, Georgetown, Kirkwood, Milford, New Castle, Seaford, South Coastal

Ground breakings – Bear, Dover

→ Next Steps

Planning for RFID

Cataloging

B&T contract to obtain OCLC records. All Delaware Library Catalog libraries are using OCLC for cataloging in order to maintain a quality database.

→ Next Steps

Investigate centralized cataloging

Delivery

2009: NCC added to the DDL contract
2010: Brooks delivers statewide as of July 1
Lean VSM investigation of items missing in transit
2011: Directors agree to eliminate Bubble Bags

→ Next Steps

Transit Team continues to improve processes
Continue contract with UD Library to provide ILL materials to Delaware public libraries.

Delaware Library
Access Services
For People with Disabilities
formerly Library for the Blind
and Physically Handicapped

Cancelled Overdrive audiobooks due to low use and economic situation.
Strategic Plan conducted; changed name to reflect broader purpose of support for use of public libraries.
October 2009: began receiving long awaited new equipment and flash drives from the Library of Congress.
2010: Move of compact shelving to Archives completed in Feb.

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

4 ~ Human Resources ~ Professional Development

Program

Accomplishments

Curriculum Development

DDL curriculum addresses 4 areas of professional development: Basic Skills, Advanced Skills, Strategic Growth and Leadership Development. Learning Ecosystem for lifelong / lifewide learning is in alignment with IMLS 21st Century Skills.
2008: Learning technologies implemented for classes/workshops.
2009: DDL began annual registration for webinars and ALA and PLA virtual conferences to address staff shortages and travel restrictions
2010: Infused in the curriculum now is emphasis on learning realms, informal learning, and alignment among patron and partner needs, collections, and programming.

Basic Skills: Library Associates Learning (formerly Training) Institute (LALI)

2008: Online shared workspaces and wikis used for individual & group assignments.
Subject Resource modules delivered via online tutorials in a learning management system (LMS) created by State Library Resource Center at Enoch Pratt Free Library.
2009: Following program analysis/assessment by outside consultant, Nancy Bolt, DE & MD are revamping LATI to reflect current best practices and technologies and to align with ALA's Library Support Staff Certification Program (LSSCP).
2010: Training topics included: millennials in the library, social media, web resources for business and job seekers, SirsiDynix
2011: DE LALI held in Spring 2011 in alignment with the LSSCP and Learning Journeys.

► Next Steps

LALI will resume in 18 months



DE Librarian / Archivist Scholarship Loan Program

If All the Delaware Library Community Read the Same Book...

2011:DOS is supporting the request to expand eligibility to Bachelor's and Doctoral degrees!

Review *Be Our Guest* and *A Whole New Mind*
IMLS 21st Century Skills publication
Whitworth, Kimsey-House, Sandahl, *Coactive Coaching*
Geek the Library
John Huber, *Lean Library Management*
Dr. R. David Lankes, *The Atlas of New Librarianship*

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

4 ~ Human Resources ~ Professional Development

Program	Accomplishments
Advanced Skills	<p>2008: Dan Ream presented Internet Resources for Children TechnoZoos incorporated into training sessions to highlight new tools & technologies available 2008/2009: Annual teleconferences from College of DuPage now delivered directly to staff desktops. 2009: Director's Station training for collection analysis Library Merchandising workshop conducted for the first time 2010: Training topics included information tech education, technology trends, teens and technology, cataloging, effective service with shrinking budgets, and Bibliostat training. 2011: Virtual Reference training, DLC training for New Castle County staff 2011: Teen Service workshop with Michele Gorman, "This Ain't Your Mama's Library"</p>
Strategic Growth:	<p>2008: Three "Database Days" for staff to explore & review electronic resources for the DE Library Catalog. DE Library Sustainability & Public Education Workshop with organizational leadership expert, Gail Griffith. January 2011 - BTOP Launch</p>
Leadership Development	<p>2008: 4MAT learning styles training with Sam McKeeman. Ethics training for DDL staff and libraries. 2009: Annual Librarian & Archivist Incentive Scholarship Program workshop. World Café facilitation training for group discussions, applied for DLA conference. Diversity workshop conducted by Human Relations 2011: Team Development (BTOP, DLC) with Sam McKeeman</p>
Next Steps	<p>Customer Service Best Practices; Lifelong Learning Concepts; Lean VSM; Strategic Program Planning</p>
National Library Education Plan	<p>2008-09: ALA adopted the IMLS-sponsored Western Council recommendations for Library Practitioners to create a nationally recognized certification program for library support staff: the LSSCP. DE training aligns with the LSSCP criteria.</p>

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

5 ~ Leadership & Governance

Program	Accomplishments
Delaware LSTA 5 Year Plan 2008-2012	<p>Library Town Meetings are held each year to obtain input from the libraries and Friends. December 2010 held at Wilm U, featured speakers First Lady Carla Markell, Sec of State Jeff Bullock, Mary Chute, IMLS</p> <p>June 2011 featured speakers Dr. R. David Lankes and Stephen Abram, begin review and update of LSTA evaluation and plan</p>
→ Next Steps	Feedback from LTM to be included in LSTA Evaluation and next Plan, to be reviewed at December 2011 Library Town Meeting.
Quality Learning Journey	<p>FY2009: participated in the Government Performance Review initiative of the Markell Administration. DDL relocated to Archives building to partner with Archives & DE Government Information Center on state government information Learning Journeys is obtaining the "voice of the customer."</p> <p>FY2010 focus is on maximizing infrastructure statewide for results – DE Library Catalog integration, Construction, Gates BTOP applications.</p> <p>June 2010: Lean Value Stream Mapping process review of Transit & Delivery</p> <p>FY2011: Focus on applying the power of the infrastructure for customer outcomes, backroom processes – collection development, cataloging, delivery.</p> <p>Learning Journeys action research to obtain the voice of the customer is completed</p>
→ Next Steps	Lean Value Stream Mapping Macro exercise will identify next areas of focus

DELAWARE LSTA 5 YEAR PLAN & REVIEW FFY 2008-2012

6 ~ Financial

	Program	Accomplishments
 Strategic Planning		2008: Medical Library & Information Services 5 year plan completed. Delaware Library Access Services for people with disabilities 5 year plan completed.
 Next Steps		Macro VSM process to continue to maximize the statewide infrastructure and collaboration for results
 E-Rate Funding		Awarded \$292,483 representing a 69% discount on TLS services for DDL, and Kent and Sussex counties. Gates Foundation provided \$150,000 grant to hire national E-rate Consultants
 Next Steps		Apply for New Castle County discount
 Geek the Library Advocacy Campaign		2012: Geek is aligned with BTOP and Learning Journeys, personalizes library usage and encourages public support.
 Delaware Library Association		Supported annual DLA Leg Day Facilitated annual ALA Leg Day participation Actively participated on annual DLA Conference Committee bringing three (3) PLA presenters to the event. Sonja Brown serves as Exhibit Chair Kathy Graybeal serves as Scholarships & Awards Committee Chair Patty Langley elected President! 2011: MLA/DLA Joint Conference
 Next Steps		Evaluate joint conference
 Trustees		2009: Council On Libraries charged DDL with provision of Trustee training. An open forum was conducted for trustees, board members, directors & staff to provide input. Develop monthly "workshop" for Director to share at board meetings. An ALA booklet on library positions was distributed. A DVD entitled Trustee Trouble: The Misadventures of a New Library Board Member will be distributed in December. 2010: Delaware Community Foundation presented Grant Writing & Endowments 101 workshop for Friends, Trustees, and Directors.
 Next Steps		Establish listserv
 Task Force on School Libraries		Participate in meetings and events



APPENDIX C - ACRONYMS USED IN THIS REPORT

BARD – Braille and Audio Reading Download Program

BTOP – Broadband Technology Opportunity Program

COL – Delaware Council on Libraries

CRE – Community Resources Exchange

DDL – Delaware Division of Libraries

DLAS – Delaware Library Access Services

DLC – Delaware Library Catalog

DLCRE – Delaware Libraries Community Resources Exchange

FFY – Federal Fiscal Year

IMLS - Institute of Museum and Library Services

LALI – Library Associate Learning Institute

LATI – Library Associate Training Institute

LSCA – Library Services and Construction Act

LSTA – Library Services and Technology Act

LTM – Library Town Meeting

MARC – MAchine-Readable Cataloging

NLS - National Library Service

SLAA – State Library Administrative Agency

VSM – Value Stream Mapping