

Library Services and Technology Act

LSTA

Five-Year Evaluation for Wisconsin

2008-2012

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Division for Libraries and Technology

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Evaluation Summary

The Division for Libraries and Technology used *LSTA Purposes (2003-2009)* of the Library Services and Technology Act to evaluate the Wisconsin LSTA Five-Year Plan for 2008-2012.

LSTA Purposes (2003-2009)

- *Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks*
- *Providing electronic and other linkages among and between all types of libraries*
- *Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills*
- *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 level*
- *Developing public and private partnerships with other agencies and community-based organizations*
- *Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages*

The state library administrative agency (SLAA) is the Wisconsin Division for Libraries and Technology (hereafter referred to as the "Division" or DLT). The library division is one of five in Wisconsin's state educational organization known in Wisconsin as the Wisconsin Department of Public Instruction. The agency was required to develop an evaluation of the five-year LSTA plan for 2008-2012. This is a summary of the Library Services and Technology Act (LSTA) evaluation of the state's plan to meet Wisconsin's library needs with the awarded federal funds to Division for Libraries and Technology. The Institute of Museum and Library Services (IMLS) required the Division to evaluate the activities funded through LSTA prior to the end of the five-year period.

Wisconsin has a population of almost 5,687,000 according to the 2010 census. There are 386 public libraries in the state and all are members of one of 17 regional public library systems. The Division works very closely with the regional public library system personnel; these persons provide individual member libraries consultant and direct services to equalize improvements and benefits for library patrons throughout the state. The primary law concerning the establishment and operation of Wisconsin public libraries and public library systems is Wisconsin Statutes Chapter 43 and Chapter PI6 of the state Administrative Code.

In April 2008 the Legislative Audit Bureau, a nonpartisan legislative service agency responsible for conducting financial and program evaluation audits of state agencies, developed best practices for library systems, public libraries, library boards, and local governing bodies. The Bureau's purpose is to provide assurance to the Wisconsin Legislature that financial transaction and management decisions are made effectively, efficiently, and in compliance with state law and that state agencies carry out the policies of the Legislature and the Governor.

The following are among the best practices recommended for cooperative library systems:

- encourage all member libraries to participate in system wide online catalogs of library materials;
- assist their member libraries in maintaining current information technology;
- identify services needed by member libraries' patrons;
- explore additional opportunities for collaboration with other systems that can lead to more efficient and lower-cost delivery of services

Wisconsin identified two primary goals in its 2008-2012 LSTA plans and it is through the nine objectives and subsequent 26 activities that we addressed in answering the major questions.

1. *Did public libraries and public library systems succeed in utilizing technology to improve services and facilitate access to materials and information resources in Wisconsin libraries and from other sources for the benefit of all Wisconsin residents?*
2. *Did libraries ensure access for all Wisconsin residents who have difficulty using a library because of limited literacy and language skills, educational or socioeconomic barriers, or disability?*

The Division used a variety of reports, surveys, focus group reports, and other information sources for evaluating the LSTA program from 2008-2012, including periodic evaluations begun in 2008, existing data and reports, surveys, group meetings and hearings. A wide variety of library-related groups was involved in assessing the LSTA program, including the LSTA Advisory Committee and the Council on Library and Network Development (COLAND). Key public library system staff, the regional public library system and resource library directors, public library system special needs and youth consultants, public library system information technology consultants, and public library system continuing education consultants were also involved.

In early 2011, the Division developed an online survey to gather and analyze information on the 26 LSTA program activities that were subdivided further to equal 53 initiatives. The purpose of the survey was to acquire feedback from the Wisconsin library community about the perceived importance of each initiative supported by LSTA funds from 2008-2012, and the potential use of LSTA funds for new initiatives in 2013-2017. The Division distributed the survey link in major email lists encouraging completion of the survey by librarians in public, academic, school and special libraries and by library trustees. The survey results and comments are located in the Appendices of this report.

In addition, the Division developed a *Survey of Library Services to Adults with Special Needs* to Wisconsin public libraries. Response rate for the 2011 Special Needs Survey was almost 87%: 338 of 386 libraries. Response rate for a similar survey in 2001 was 77% (293 of 380 libraries—the number of libraries in 2001). Responding libraries offered Jobs computer classes with Workforce Development representatives; library spaces, doors and computers became accessible; libraries offered literacy services to English language learners, prisoners and those in detention facilities; libraries offered services to those with vision and hearing loss, mental illness and cognitive disabilities; libraries offered services to seniors with special needs.

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Public library system technology grants were vital to the successful implementation of “...library services that provide all users access to information through local, state, regional, national, and international electronic networks.” The LSTA grants were effective in creating the networks and providing more robust bandwidth for improved integrated library systems and the services that they support. 362 public libraries of the 386 (94%) are part of a shared integrated library system (ILS). Regional library cooperative systems facilitate the sharing of library materials among their member libraries through delivery networks, and interlibrary loan providing patrons access to library materials that are not available at their local libraries.

Providing electronic and other linkages among and between all types of libraries

LSTA grants further assisted facilitation of access through improved regional shared online catalogs that provide member libraries with easy access to materials available at other libraries within their systems. Online catalogs are particularly important for rural and smaller libraries because they greatly expand the materials available to patrons. LSTA funds are crucial to this effort and to the physical delivery of materials that “[provided] electronic and other linkages among and between all types of libraries.” The Wisconsin Catalog (WISCAT) is a state resource-sharing tool that provided the access of statewide library resources for education and information in a variety of formats. It is widely used and has been supported with LSTA funds for many years. Many feel a resource like WISCAT still needs to exist for those library patrons whose information resources are limited by

their location. Others believe that Wisconsin has been very successful in resource-sharing (ranking number one per capita in interlibrary loan throughout the country) through the development of regional, shared public library catalogs. For this reason, however, others feel that WISCAT has served its purpose and that LSTA funds need re-direction.

Reference services are also in transition. Coordination of access to resources occurred on the state level through Resources for Libraries and Lifelong Learning (formerly known as the “*Reference and Loan Library*”) as well as through the collaboration of the regional library systems and public partnerships. Formats (e-content) of information are changing and the expansion of information resources created the need to plan more closely as a state to provide access to all library patrons. With the aid of technology consultant services and state level planning, access to information and links among and between libraries were strengthened.

Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Increased wireless connections (97%) furthered this priority in Wisconsin public libraries; the expansion of access to electronic resources and materials in electronic format (including downloadable audio, video and text); through the digitization of unique local resources providing access through online connections; through the exploration of innovative and enhanced uses of technology to improve library services; through convenient and affordable remote access to training of library staff and patrons using web conferencing software; through training opportunities providing continuing education of library directors, staff and library trustees, and in meeting the developing information needs in jobs, health and library improvement.

Developing public and private partnerships with other agencies and community-based organizations

To expand access to electronic resources, librarians from the Resources for Libraries and Lifelong Learning negotiated the contract for BadgerLink, working and providing training with other public and private agencies. *BadgerLink* is a suite of statewide electronic databases licensed with **state funds** for use by all residents of Wisconsin. Staff services are paid with LSTA funding. In addition, regional public library systems developed partnerships across the state and with Wisconsin Interlibrary Services (WiLS) to provide e-book access to all public library patrons in Wisconsin. The University of Wisconsin Digital Collections Center was an essential partner in providing access to a number of libraries’ digital collections using LSTA funds. Statewide leadership worked in conjunction with representatives of all types of libraries in many communities to disseminate information of importance to libraries in Wisconsin, especially the economic impact study regarding return on investment of public library service and the e-Book Summit to create an opportunity to gather librarians of all types together to develop a mechanism to fund e-book content as a state.

Literacy, Accessibility, Job Support, Health Information, and Multi-type Collaboration are also categories in which grant recipients all had partnering agencies.

Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills

Public libraries and regional cooperative public library systems created accessibility projects that helped libraries improve library services to persons with language barriers or limited mobility. The special needs consultant provided planning assistance to the library community in targeting the needs of those persons with limited information skills. This was especially evident during the economic downturn that rapidly increased the number of unemployed and underemployed in many communities throughout the state.

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 level

LSTA projects through the coordinated summer reading programs in libraries throughout the state targeted the underserved urban and rural communities needs; and in the statewide adolescent literacy initiative promoting improved library services to adolescents in families with incomes below the poverty level, in families of incarcerated persons, or in families having difficulty using the library because of cultural or socioeconomic background.

Key Findings

1. Continue to support more affordable broadband access for libraries in the state.
2. Continue to provide delivery of materials to libraries throughout the state.
3. Continue to support regional public library system technology projects.
4. Continue to provide electronic database and information support staff for training of digital materials for the public and library staff.
5. Continue to provide state level leadership for public library improvement in library service.
6. Continue to support literacy services to persons of all ages and abilities, including seniors.
7. Continue to plan for developing library services to meet evolving societal needs.
8. Continue to provide access to electronic resources of local, state, national, and international information for all persons in Wisconsin, including those persons with disabilities.
9. Continue to support digital access to resources licensed throughout the state for the information needs of all Wisconsin's citizens.
10. Provide alternative and affordable access to materials when replacing WISCAT.
11. Study the viability and efficiency of developing a statewide-integrated library system (ILS).
12. Develop a mechanism for delivery of virtual library staff training opportunities.
13. Support the use of social media tools in Wisconsin libraries.

Retrospective Activities and Priorities

Goal 1 To ensure that libraries and library systems utilize technology to improve services and facilitate access to materials and information resources in Wisconsin libraries and from other sources for the benefit of all Wisconsin residents.

Objective 1A Ensure improved telecommunications in public libraries and public library systems for convenient and affordable access to electronic materials and information.

1.1 Support public library and public library system access to affordable and adequate access to data lines, WANS, and bandwidth.

Funds awarded: \$547,283

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

Providing electronic and other linkages among and between all types of libraries

Results related to priority: The 17 regional public library systems in the state receive a proportionate non-competitive grant to assist member libraries with technology needs identified in their system. Several systems used a portion of the grant funds annually to pay telecommunication costs on behalf of member libraries or subsidized the cost to provide affordable access for member libraries to a shared wide area network and integrated library system. In providing these funds, systems helped provide member libraries electronic linkages between the libraries enabling affordable access to library information services. Funds also helped to facilitate collaborative networks. Systems listed Broadband as the most important service in the 2011 LSTA survey of topics of perceived importance.

1.2 Increase the number of public libraries in the state with wireless connections.

Funds awarded: \$66,835

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Results related to priority: Data collected by the public library development team through the public library annual report showed that 345 Wisconsin libraries, serving 97 percent of the state's population offered free wireless Internet access at the end of 2008. The department's goal was for 100 percent of Wisconsin residents to have access to free wireless at their libraries. To that end, in 2008 the agency began targeting LSTA funding to help libraries add wireless Internet. In 2008, 123 libraries in 9 public library systems added wireless Internet service. In 2009, 19 libraries in four regional public library systems added wireless Internet access service with the assistance of LSTA funds bringing the total number of libraries offering wireless access to 374 libraries—97% of Wisconsin public libraries serving 99.6% of the state's population. Wireless access initiative ranked 3rd in perceived importance as an activity supported by LSTA funds. This service enabled greater learning and access to information and educational resources for individuals of all ages.

- 1.3 Assist public library systems in their efforts to provide IT consulting and trouble-shooting for system member libraries.

Funds awarded: \$66,875

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Providing electronic and other linkages among and between all types of libraries

Results related to priority: Most of the 17 regional public library systems currently have a staff member responsible for technology consultation and support for the member public libraries. However, in the few that do not have sufficient expertise for library operations, LSTA funds were used as part of the public library system technology grants to provide this service to member libraries. One of the possible uses of funds in this category is: "...technology consulting and troubleshooting services for member libraries," stated in the LSTA Information and Guidelines for Wisconsin during 2008-2011. Consultation and troubleshooting technology is part of the priority to establish or enhance electronic and other linkages as well as to coordinate among the libraries for the purpose of improving the quality of and access to library and information services. The library staff cannot adequately address the information needs of users without assistance and technical support (installing routers for example).

Implementation and Benefit

Objective 1A Ensure improved telecommunications in public libraries and public library systems for convenient and affordable access to electronic materials and information.

- 1.1 Support public library and public library system access to affordable and adequate access to data lines, WANs, and bandwidth.
- 1.2 Increase the number of public libraries in the state with wireless connections.
- 1.3 Assist public library systems in their efforts to provide IT consulting and trouble-shooting for system member libraries.

The staff of DLTC and the LSTA Advisory Committee supported this priority through allocation of non-competitive technology funds made available to the regional library systems based on a population and system area formula each year. Systems then had the ability to decide how to best address the technology needs of the member libraries. Uses of funds in the category supported data lines for increasing bandwidth on the BadgerNet or other networks, system WAN upgrades, or library LAN upgrades. Most library systems did not choose to use the LSTA funding for faster Internet access because of the Children's Internet Protection Act (CIPA) requirement to filter.

There also was a small amount of non-competitive funding set aside by staff to provide extra wiring or hardware as part of a fiber broadband connection to the automated systems. A federal broadband grant was written by staff in conjunction with another Wisconsin state agency; the grant was funded by the federal government providing greater broadband access to schools and libraries. However, this same grant awarded to the state for \$23 million was subsequently declined in 2010 by the new administration in the Governor's office. Progress was made in this category with the assistance of LSTA funds. However, the needs for bandwidth have exceeded the capacity that had been required five years ago; greater data and live streaming has been slowed considerably without the substantial financial assistance of the federal broadband grant for schools and libraries. Overall, 163 (41%) libraries will get some bandwidth increase through state negotiated contracts; 231 (59%) will stay the same.

Greater bandwidth is considered by the library community to be the number one priority for future services.

Most public libraries within the state offer wireless access. It is a service that communities have come to expect. A few library systems used funds to provide IT consulting and trouble-shooting assistance on behalf of member libraries. All systems provide technical support for member libraries but ones that used the LSTA technology block grant funds usually could not afford to hire permanent staff to provide the consulting assistance needed by member libraries.

The overall objective was to “Ensure improved telecommunications in public libraries and public library systems for convenient and affordable access to electronic materials and information.” The benefit to the libraries was the ability to offer patrons a great selection of all types of materials by connecting them to the world of information rather than just the world limited to the walls of the library. Broadband, wide area networks, wireless connections and IT consulting and trouble-shooting are background services that create the environment for the staff and enable patrons to easily and seamlessly access the information. For many, the library access is the only method available to these materials since some do not have these connections in their homes.

Objective 1B Encourage libraries to provide electronic content and information

- 1.4 Facilitate expanded access to electronic databases and materials in various electronic formats, including downloadable audio and video.

Funds awarded: \$1,370,815

Priority: Developing public and private partnerships with other agencies and community-based organizations

Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Results related to priority: The public library system technology projects included funding to provide access to educational electronic resources for individuals of all ages in order to support individuals’ needs for education, life-long learning, and workforce development. Regional public library systems purchased database access to the following electronic resources: Learning Express Library, Heritage Quest, Literature & Biography Resource, WorldCat, Ancestry Library Edition, Chilton Library, Mango Languages, Opposing Viewpoints, Biography & Literature Resource, Tumblebooks and Learn a Test. In addition, in 2011-2012, \$400,000 of LSTA funds was allocated in grants to library systems to partially fund e-books for users of all public libraries throughout the state.

The Wisconsin Public Library Consortium (WPLC), a group that established a contractual agreement between and among Wisconsin public libraries and Wisconsin public library systems as partners, provided services such as access to a collection of electronically published materials in a wide range of subjects and formats. Membership in WPLC provided all public library systems access to additional databases at lower costs than each system could obtain individually. The consortium maintains a decision-making and fiscal model for public library cooperation that allows libraries to collaborate, to explore and implement new information technologies and issues, sharing the costs as well as the knowledge and resources.

- 1.5 Facilitate the digitization of unique local resources to provide access to these resources through local, regional, and state portals.

Funds awarded: \$154,000

Priority: Developing public and private partnerships with other agencies and community-based organizations

Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Results related to priority: LSTA dollars funded 32 projects written by libraries and library systems on behalf of member libraries. Collaboration of the libraries and regional public library systems with the University of Wisconsin Digital Collections Center (UWDCC) established a partnership to implement the digitization of local, historical and unique resources. The UWDCC established a minimum and maximum amount of material for project submission; more than one library was often part of the project. Grants awards required recipients to work with the Division for Libraries and the UWDCC, whose staff scanned

materials; created metadata for text based materials, formatted information for web display, and hosted the web site. Digitized materials were then placed on the UWDC's web site as part of the UWDC's State of Wisconsin collection. Libraries and state government agencies also received high resolution copies of digitized images for local use as a part of the project. In 2010 three libraries with community sizes of greater than 100,000 people received funds to seek digitization assistance from UWDC or digitized their own materials. Applicants complied with the standards for "harvesting" metadata about the material by a digital source named Wisconsin Heritage Online (WHO) that indexed digital resources around the state. In addition, LSTA funds also funded the transfer of access to the Wisconsin Heritage Online (WHO) information of digitized materials located in many libraries around the state. This transfer was a one-time fee (\$7,200).

- 1.6 Demonstrate enhanced and expanded reference services, including through collaborative virtual reference arrangements among libraries.

Funds awarded: \$304,700

Priority: Developing public and private partnerships with other agencies and community-based organizations

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: The Division provided virtual reference service, otherwise known as "AskAway" for four (4) years. From 2008-2011 access to 24/7 reference library service established public partnerships with school libraries, public libraries and academic libraries. This service provided access to extensive networks; at times reference questions were being answered via chat 24 hours a day, 7 days a week by persons in a different part of the country or another part of the world. A statewide public relations committee increased efforts to train and enlist more chat librarians. Members of the committee built awareness of the service through conference presentations, best practice sessions, online tools, staff training opportunities and outreach to schools of library and information science and school libraries.

- 1.7 Facilitate the exploration of innovative uses of technology to improve services.

Funds awarded: \$297,000

Priority: Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Results related to priority: Demonstration of innovative or interesting uses of technology in libraries received LSTA funds and allowed implementation of new services for library patrons. Programs offered included: Gaming projects to encourage young adults to use the library, podcasting and vodcasting (video), online catalog developed for mobile devices, text messaging services for patrons, federated searching of other library systems' catalogs, open source content management system (CMS) for blogging, as well as kindles and iPads with newspaper content. These educational and life-long learning services provided an expansion of learning opportunities.

- 1.8 Assist libraries in the exploration of ways to improve and manage access to multiple sites with electronic resources. *No funds were attached to this activity.*

- 1.9 Ensure convenient and affordable remote access to electronic content and information for training of library staff and patrons.

Funds awarded: \$17,000

Priority: Providing electronic and other linkages among and between all types of libraries

Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Results related to priority: Demonstration of a uniform software platform for continuing education and meetings was the purpose of the activity between regional public library systems and the state Division for Libraries. Access to training opportunities and improved coordination between libraries through web conferencing software licenses provided incentive to offer webinars to library staff around the state. Most regional public library systems continued to utilize webinar software for meetings and continuing education.

Implementation and Benefit

Objective 1B Encourage libraries to provide electronic content and information

- 1.4 Facilitate expanded access to electronic databases and materials in various electronic formats, including downloadable audio and video.
- 1.5 Facilitate the digitization of unique local resources to provide access to these resources through local, regional, and state portals.
- 1.6 Demonstrate enhanced and expanded reference services, including through collaborative virtual reference arrangements among libraries.
- 1.7 Facilitate the exploration of innovative uses of technology to improve services.
- 1.8 Assist libraries in the exploration of ways to improve and manage access to multiple sites with electronic resources.
- 1.9 Ensure convenient and affordable remote access to electronic content and information for training of library staff and patrons.

Electronic Resources

Electronic content and information purchased by the regional their library systems exceeded expectations. Many of the systems used their technology block grant funding to supplement the BadgerLink electronic resources by adding databases to their online public access catalogs. All 17 regional public library systems are WPLC members and each has a member on the “board.” The Wisconsin Public Library Consortium (WPLC) provided members the ability to try innovative technologies. With the assistance of LSTA dollars, pooled funding enabled WPLC members the cooperative ability to purchase a greater volume of licenses to meet the rapidly growing e-book demands in libraries. The Wisconsin library community wanted to impress upon e-book vendors that the state’s public libraries worked cooperatively and sought agreements through this statewide group instead of individual libraries.

Digitization

The UW Digital Collections Center (UWDCC) digitized content of local interest and importance to many communities throughout the state. UWDCC has been very pleased with the public library relationships and the content additions made to the “**State of Wisconsin**” collection. University staff helped create interest in the collection, and substantially increased the number of times the collection was visited. Most of the digitization grants recipients were very pleased with the process and product. Few public library staff is available to digitize library collections. The UWDCC created an outstanding “product” and all participants received TIFF files in the event that libraries created access to the digitized materials in their local automated systems.

LSTA grant category restrictions have not pleased everyone, however. The standardized methods used for award consideration and the need to meet the demands of the UWDCC (especially a minimum number of items to be digitized before a collection was considered appropriate for award) meant that some potential collections were not digitized.

In the table below, you will see statistics for the State of Wisconsin collection as well as figures from the University of Wisconsin Digital Collections Center's (UWDCC) website for another heavily-used collection, the UW Collection. The State of Wisconsin collection is the broad category incorporating public library projects; not all of the State of Wisconsin projects were funded with LSTA funds. 38 of them were funded with LSTA funds since 2005. There were 32 projects funded during 2008-2012 with LSTA dollars. Three (3) projects are being completed in 2012 that were awarded originally in 2011. One (1) recipient withdrew participation in the digitization process. The last line of the table below shows total statistics for 76 of UWDCC's major collections.

UWDCC Collection Name	FY12	FY11	FY10	FY09	FY08	FY07
State of WI Collection	262,192	1,041,360	1,904,409	708,076	1,590,892	753,792
UW Collection	117,734	263,492	709,846	191,488	495,057	144,852
Usage for all collections	2,447,804	7,362,142	18,508,649	6,863,591	7,268,171	4,640,193

AskAway - Virtual Reference

In 2011 the Wisconsin Library Services Technology Act Advisory Committee recommended defunding the virtual reference service, named "AskAway." The service received a poor rating from members of the library community in the 2011 LSTA-funded program survey. Use of the service was fairly steady between 2008 and 2011. Support for the program was impacted by the declining number of reference librarians in Wisconsin libraries, the decrease in the volume of overall reference traffic and the lack of strong commitment to staffing and promoting the virtual reference service. Beginning in 2008, the 24/7 virtual reference service was offered to school library media centers across the state. It was eagerly embraced by a variety of school districts, but schools were unable to provide staff to administer or participate in responding to questions from school students.

Virtual Reference (AskAway) Statistics

Year	Questions Asked	Questions Answered
2008	17,569	15,768
2009	19,745	18,521
2010	1,8294	15,349
2011	19,377	13,718
TOTAL 2008-2011	74,985	63,356

Reference Statistics

Public Library System Annual Reports

Year	Total Reference Questions	Response Rate
2008	4,324,647	85.1%
2009	4,623,686	95.9%
2010	4,583,030	77.7%

Total 2008-2011 = 13,531,363 through Integrated Library Systems

Innovative and Enhanced Use of Technology

Results of projects were mixed in these categories; the perceived importance of the innovative or enhanced uses of technology was very strong. Innovative or Enhanced uses of technology ranked 14th of 53 initiatives funded with LSTA dollars in 5 years. Individual libraries valued the ability to "test" new technologies. There were also few categories for which single libraries could apply for LSTA awards. Innovative or enhanced uses of technology enabled 29 projects to reach new audiences. Wireless connection in a bookmobile did not meet expectations because there was a lack of technical support for the project. Gaming in a number of the libraries certainly acquired the attention of young adults; an audience for which libraries tried to increase programming. One of the systems, however, got off to such a late start that implementation was minimal. Participation in the Podcasting, Vodcasting and digital photo sharing projects was much lower than the recipient library agency had hoped. With all the services that libraries currently offered, some librarians underestimated setup and implementation time to learn new service capabilities.

Web Conferencing

Implementation of the web conferencing initiative did not meet expectations; there was not a dramatic increase in collaboration of staff amongst different library systems through the use of web conferencing software. Those systems who were already using the software continued its use and others who had not been using webinar software prior to the grant year did not embrace the initiative readily. It was an initiative that for some was an extra service that certain systems were not ready or interested in offering to their libraries' staff. This service was ranked number 40 in perceived importance of 53 LSTA activities.

Objective 1C Facilitate the development and improvement of shared integrated library systems at the regional level.

- 1.10 Continue to assess the availability, quality, and development of shared integrated library systems and equipment and the services they support.

Funds awarded: \$477,000

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Providing electronic and other linkages among and between all types of libraries

Results related to priority: The regional public library system's non-competitive technology funds advanced this priority annually. Many of the library systems used funds to upgrade automated system software and hardware and provided integrated library system modules for improving the quality of and access to library and information services. For example, the online public access catalog was enhanced each year by the purchase of Syndetic Solutions to provide descriptive book content information, cover art and book reviews.

- 1.11 Encourage school participation in public library shared systems and/or school shared systems to enhance resource sharing if studies indicate such participation is feasible and appropriate.

Funds awarded: \$63,680

Priority: Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: A pilot shared school automated system was implemented to study outcomes providing greater access to information and educational resources by the cooperative educational service agency (CESA 10) in the northwestern area of Wisconsin.

- 1.12 Support efforts to encourage the formation of fewer and larger shared integrated library systems.

Funds awarded: \$145,500

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Providing electronic and other linkages among and between all types of libraries

Results related to priority: This priority was implemented in the non-competitive category called "Joining Shared Automated Systems" in 2011. This category enabled smaller libraries to join larger shared automated systems to improve quality of service and access to information than single libraries had established on their own. A few large libraries could not or would not join shared automated systems during the first round of shared automated systems offered several years ago. LSTA dollars

funded more libraries joining or merging larger shared public library system catalogs. Of the 386 public libraries in Wisconsin, 362 of them (94%) are part of a larger shared automated system.

Implementation and Benefit

Objective 1C Facilitate the development and improvement of shared integrated library systems at the regional level.

- 1.10 Continue to assess the availability, quality, and development of shared integrated library systems and equipment and the services they support.
- 1.11 Encourage school participation in public library shared systems and/or school shared systems to enhance resource sharing if studies indicate such participation is feasible and appropriate.
- 1.12 Support efforts to encourage the formation of fewer and larger shared integrated library systems.

Shared Integrated Library Systems

362 public libraries of the 386 (94%) are part of a shared integrated library system (ILS). The remaining libraries assimilated into regional ILSs through LSTA funding incentives; ongoing costs or the political environment of the region were factors in the decision to forego the LSTA funds for that grant cycle. The funds were then reallocated to other LSTA expenses in the following grant cycle. Since the end of 2011, the feasibility and desire amongst the 17 library systems to share one statewide integrated library system has been discussed among different groups and will be explored in 2012-2013. The decreasing funds available to maintain 17 integrated library systems and vendor hardware and software upgrade costs forced systems to review technology developments for all member libraries. In addition, library systems that serve a smaller population do not feel they can obtain the same quality and quantity of materials from other libraries with denser populations.

An automated system with other schools to promote greater resource sharing was piloted in a rural area. Benefits of the shared ILS in the school environment were less transparent because library staff needed more time to convince the teachers of its ease of use and necessity to support the curriculum and assignments in the schools. Teachers did not have the time, during the pilot project, to become familiar with the new catalog capabilities.

There were many benefits from developments and improvements to the shared ILS' within regions to the public library patrons including software developments to enhance the experience; holds notification by email; the addition of cover art to the catalog that enabled the public to view the material and read a brief summary; database and e-book access through larger shared ILS' became easier; staff ability to maintain many public workstations more efficiently when computers were on the same system provided a good experience for the library customers. According to the Legislative Audit Bureau's assessment of Wisconsin public libraries and public library systems, more than one-half of the libraries surveyed indicated that an online catalog is the most valuable service provided by their system. Easily the most important benefit of the shared automated systems, however, was the access to a larger number of resources through viewing many libraries' resources; patrons could borrow materials through interlibrary loan from the owning library and have items delivered to their home library at no charge.

Objective 1D Facilitate the sharing of library materials and information resources throughout the state and beyond.

- 1.13 Support statewide delivery services among public library systems in the state.

Funds awarded: \$435,000

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Providing electronic and other linkages among and between all types of libraries

Results related to priority: All 17 public library systems provide access to library and information services through the delivery system coordinated by the South Central Library System. The total cost for statewide delivery service provided by SCLS to public library systems from 2008 to 2012 is \$1,875,249. This includes the subcontracted costs SCLS incurred to provide service to Wisconsin Valley Library Service for all 5 years and to Northern Waters Library Service beginning mid-year 2008. The library systems paid \$1,515,249 (80.8%) of this amount and LSTA funding subsidized \$360,000 (19.2%) of this amount owed to South Central Library System (SCLS). Northern Waters Library Service received an LSTA award to subsidize the cost of higher delivery service fees due to distance from the Madison hub. The delivery system is a very highly regarded service in the state. It has facilitated the transport of materials shared by all types of libraries throughout the state.

- 1.14 Provide or coordinate access to statewide resource sharing tools to ensure timely and convenient access to needed materials and information.

Funds awarded: \$2,900,000

Priority: Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Providing electronic and other linkages among and between all types of libraries

Results related to priority: The state level interlibrary loan tool, WISCAT which is short for the Wisconsin Catalog, provided lending access to approximately 550 licensed library entities annually. Between 2008 and 2012, the number of libraries purchasing WISCAT licenses decreased by 51. Wisconsin school districts purchased licenses on the district level rather than for each school building in the district after 2009. This led to a reduction in the number of licenses purchased. The significant decline in the number of librarians working in Wisconsin schools has made it difficult for schools to fully participate in interlibrary loan. In addition, the state interlibrary loan system provides access to information in libraries found outside of the state with which there are collaborations.

The WISCAT expenditures included the WISCAT contract for 5 years. The vendor cost for the WISCAT software was held at 2010 levels for 2011, and will be reduced by nearly \$9,000 for each of the next four subsequent years.

Personnel Costs for approximately 3 FTE (full time equivalent) positions; includes salaries, fringe benefits, materials and supplies, fixed and information technology costs for network services.

- 1.15 Provide or coordinate access to state level interlibrary loan and reference services.

Funds awarded: \$3,549,000

Priority: Providing electronic and other linkages among and between all types of libraries

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: *BadgerLink* is a suite of statewide electronic databases licensed with **state funds** for use by all residents of Wisconsin. *BadgerLink* staff worked to resolve issues and managed the federated searching service, provided technical support and trained patrons and librarians, created and maintained the *BadgerLink* website and developed Wisconsin-related specialty databases to supplement resources.

Staff members developed new patron outreach programs including the *BadgerLunch* and *BadgerLatte* training series for public and school librarians and members of the public, development of *Facebook* and *Twitter* online accounts for *BadgerLink*, *Found in Wisconsin* and the *Wisconsin Digital Archive*. *Found in Wisconsin* was redesigned beginning in 2009. It is a web-based searchable database that allowed users to search for digital collections about Wisconsin that are hosted by Wisconsin libraries, museums and local historical societies.

BadgerLearn was introduced during this time period. It is a new statewide service designed to help librarians increase their ability to assist patrons exploring and using new technology including eBooks, I-Pads, SmartPhones, I-Phones and other digital devices. BadgerLearn delivers training screencasts, YouTube videos and tips for librarians and patrons. Resources for Libraries and Lifelong Learning staff work with partners from the Wisconsin library community, including Wisconsin Library Services (WiLS) and the South Central Library System (SCLS), to deliver BadgerLearn resources.

Wisconsin Digital Archive: Staff distributes state government publications to Wisconsin depository libraries. This program delivers state documents that were “born digital” to libraries around the state. This program requires a collaborative workflow that involves libraries in all three branches of state government. The state library community is embracing this program and the more efficient way it makes state agency documents discoverable and usable online.

BadgerLink includes the following databases: Access Newspaper Archive (Heritage Microfilm), Ebsco, Wisconsin Educational Communications Board (ECB) Video Link, Encyclopedia Britannica, HeritageQuest Online, Learning Express (partially funded through LSTA), LitFinder, TeachingBooks.net, Soundzabound (made available to Wisconsin residents at no cost by agreement with the Wisconsin ECB), Wisconsin Newspaper Digital Research Site (Wisconsin Newspaper Association).

Personnel Costs Expenditures included salaries, fringe benefits, materials and supplies, fixed and information technology costs for network services per person for approximately 8.25 FTE positions. These positions included information technology support, administration of contracts and supervision of staff, development, procurement, management and operation of an automated system, including project budgeting, management of the request for proposal (RFP) and bid processes, recruitment and management of staff and coordination and communication with statewide advisory committees and the statewide library community. Staff responsibilities included development, management, and use of technology to provide interlibrary loan and reference services; database support services; the document depository and Digital Archive programs; for the statewide virtual reference service, and the operation and maintenance of the automated systems, including the statewide library directory, the circulation system, a library portal page, and the team website.

Implementation and Benefit

Objective 1D Facilitate the sharing of library materials and information resources throughout the state and beyond.

- 1.13 Support statewide delivery services among public library systems in the state.
- 1.14 Provide or coordinate access to statewide resource sharing tools to ensure timely and convenient access to needed materials and information.
- 1.15 Provide or coordinate access to state level interlibrary loan and reference services.

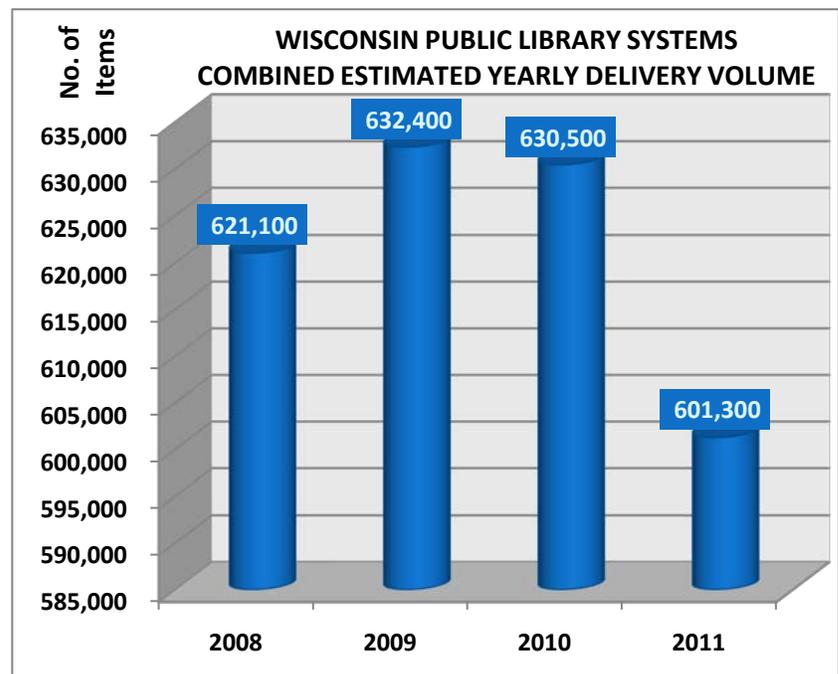
Delivery

Delivery ranked second (2nd) in the LSTA survey of project importance. Delivery frequency was determined by each library system depending largely on the volume of interlibrary loans. Delivery to colleges and universities is the greater part of statewide delivery. Late in 2011 the administrators of the delivery service developed different cost scenarios that depended upon whether the University of Wisconsin (UW) libraries had to downsize deliveries to the UW System campuses in light of very large budget reductions to the UW System services in the state budget. Costs of delivery to the regional public library systems would have increased well beyond the library system budgets. However, the UW libraries continued statewide delivery five days a week; a number of the library systems, nonetheless, opted to reduce delivery from five to four days to reduce costs.

WISCAT

The Wisconsin Catalog (WISCAT), the statewide resource sharing tool, and staff were funded with LSTA dollars. The functionality of the software has been significantly enhanced during the past four years. 63 catalogs have been added to WISCAT, using Z39.50 protocol, facilitating real-time shelf-status checking of library collections. ISO connections were created between Resources for Libraries and

Lifelong Learning and the two (2) key interlibrary loan partners, the University of Wisconsin-Madison and the South Central Library System. This connection made referral requests possible to and from WISCAT directly to the installations at the lending libraries, reducing the turnaround time on requests. WISCAT is the only tool in place that allows residents who are not patrons of the college and university libraries and the few large libraries that use OCLC to borrow materials held by libraries out of state.



Public Library Systems	2008	2009	2010	2011
Arrowhead	51,000	47,400	45,900	40,300
Eastern Shores	36,700	42,800	43,300	42,800
Indianhead	45,400	46,900	46,400	42,800
Kenosha County	16,800	16,300	15,800	15,800
Lakeshores	30,100	26,000	29,000	28,500
Manitowoc-Calumet	28,500	29,600	28,000	31,600
Mid-Wisconsin	50,500	53,500	48,900	46,900
Milwaukee County	20,900	19,400	20,900	25,500
Nicolet	22,400	24,500	24,000	22,400
Northern Waters	23,000	25,000	32,600	30,100
Outagamie-Waupaca	18,300	15,300	15,300	15,300
South Central	47,400	54,500	51,100	45,900
Southwest Wisconsin	43,300	40,800	38,200	38,200
Waukesha County	47,400	53,000	46,900	46,900
Winding Rivers	70,300	62,700	67,800	64,200
Winnefox	32,600	35,700	33,600	30,600
Wisconsin Valley	36,500	39,200	42,800	33,600
TOTALS	621,100	632,400	630,500	601,300

The number of interlibrary loan requests handled through the WISCAT system increased steadily since 2008, as shown in the table below.

Year	WISCAT Library System Requests
2008	303,720
2009	312,334
2010	344,866
2011	375,968
Total	1,336,888

The public library systems managed their interlibrary loan requests within their integrated library systems, and then used WISCAT, OCLC or both to seek materials outside of their shared ILS. Each year the libraries and public library systems submitted interlibrary loan transaction statistics in their annual reports to the Division for Libraries. The 2011 statistics are not yet available but a table below shows the number of interlibrary loans requested and filled for all 17 public library systems reflecting requests inside and outside of their shared integrated systems.

Interlibrary Loans Reported by Public Library Systems in Annual Reports

Year	Loaned to	Received From
2008	7,982,165	7,934,605
2009	8,769,425	8,787,296
2010	9,310,669	9,236,945
2011	9,275,423	9,255,063
Total	35,337,682	35,213,909

Library Types and Number of Libraries with WISCAT Licenses

Library Type	2008	2009	2010	2011	2012
Private Academic Libraries	11	11	13	15	15
Technical Colleges	21	21	20	20	19
Public Library Systems*	17	19	19	21	19
Public Libraries	247	252	249	264	262
Schools - CESAs	2	2	2	2	2
School Districts	40	42	40	37	33
Schools – Elementary	52	50	43	41	34
Schools – High	105	101	99	94	83
Schools - Middle	26	22	20	18	16
Private Schools	9	7	6	5	5
State Schools	3	4	2	2	2
Special Libraries - Corporate	1	1	1	1	1
Special Libraries - Correctional Institutions	17	17	16	15	11
Special Libraries - Medical	10	10	11	10	10
Special Libraries - Other	3	3	2	3	3
Special Libraries - State Agencies	10	10	10	9	8
State Libraries	2	2	2	2	2
Total Licenses	576	574	555	559	525

*There are 17 public library systems, but there are multiple codes for certain public library systems in WISCAT.

WISCAT rankings of perceived importance in the LSTA survey out of 53 projects.

Topic	Overall Rank
Interlibrary Loan (ILL) management system of WISCAT	22
Interface of WISCAT and OCLC for ILL purposes	27
Overall WISCAT program	28
Virtual catalog part of WISCAT	38
WISCAT training, documentation and technical support	45
Patron initiated ILL through WISCAT	48
Physical union catalog part of WISCAT	51
Method of downloading MARC records through WISCAT	52

Objective 1E Provide state-level leadership, planning, and coordination of technology services throughout the state

- 1.16 Provide consultant services to assist libraries and systems in using technology and to coordinate the use of technology statewide, including participation in such programs as the federal E-rate program.

Funds awarded: \$653,410

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

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

Results related to priority: The consultant in this position coordinated broadband rates on a state level for public libraries, public library systems and schools; assisted libraries, schools and state agencies to obtain e-rate discounts, coordinated the e-book summit and coordinated focus of technology initiatives in the public libraries in Wisconsin. The person in this position also wrote a multi-million dollar grant in conjunction with another state agency; the grant was funded by the federal government for better broadband connections for schools and libraries. The grant was subsequently refused by the Governor of the state. This person also wrote and coordinated various hardware grants on behalf of libraries with the Gates Foundation; coordinated and consulted with state agencies, public, school and academic libraries on all technology issues coming before the Wisconsin state legislature and the federal government.

Personnel Costs Expenditures included salary, materials and supplies, fixed and information technology costs for network services, travel for one (1) FTE position. Funds in this position also included reimbursement costs of committee meetings for the Public Library System Information Technology Consultants

- 1.17 Facilitate statewide planning and studies related to the uses of technology.

Funds awarded: \$183,570

Priority: Developing public and private partnerships with other agencies and community-based organizations

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: Funds in this category were spent on planning initiatives to benefit all libraries. The E-Content summit dealt with public and private partners addressing the library patron demand for e-books and e-content in general. School libraries, public libraries, public library systems, universities and a national collaboration of state librarians collaborated to develop a plan to provide users with better access to materials in this format.

The school library media specialists (school librarians) have been in a very difficult position staffing schools around the state because of extreme financial difficulties created by budget cuts. A summit was convened amongst libraries to develop strategies to deal with the issues created with fewer librarians staffing school buildings. From that study there has been continued planning to help provide the best access to information for students and staff.

The statewide library access initiative developed out of a two-day meeting of all types of librarians and community members to see if a universal library card was desired by those users surveyed to get direct access to all libraries around the state

Implementation and Benefit

Objective 1E Provide state-level leadership, planning, and coordination of technology services throughout the state

1.16 Provide consultant services to assist libraries and systems in using technology and coordinate the use of technology statewide, including participation in the federal E-rate program.

1.17 Facilitate statewide planning and studies related to the uses of technology

Technology Leadership Services

The following was a comment from the LSTA survey: "State level leadership and consultant positions: Centralized leadership decreases duplication of effort, generally gives better focus to goals and objectives, and can motivate those involved toward completion of some very fine, well-orchestrated programs and projects." The technology consultant position ranked 21st of 53 projects in the LSTA survey.

The leadership at the Division developed the technology guidelines with input from many groups for the competitive and non-competitive technology categories. The most diverse category of projects was the Library System Technology grants that touched on many of the 2008-2012 technology objectives within the LSTA plan. These grants allowed systems flexibility within their region to best meet the needs of patrons of all system member libraries. The benefits to the patrons included investment in the best negotiated price for more robust bandwidth to provide quicker access to all library materials and electronic databases; upgraded software and hardware for 17 shared automated systems; purchase of relevant supplementary databases for specialized needs of customers that included Tumblebooks for the very young and Ancestry for those with genealogical interest; and technical support.

Goal 2 To ensure convenient access to a wide range of quality library and information services for all Wisconsin residents, including those who have difficulty using a library because of limited literacy and language skills, educational or socioeconomic barriers, or a disability.

Objective 2A Encourage public libraries to provide the materials and information needed by Wisconsin residents to enrich their quality of life and enable them to contribute in a democratic society.

2.1 Assist public libraries in their efforts to provide improved library services and meet state service standards.

Funds awarded: \$360,764

Priority: Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills

Results related to priority: To assist member libraries in making their facilities more accessible to persons having difficulty using libraries for whatever reason, concentrated efforts provided library systems two years of non-competitive grant funding. In the third and fourth year of accessibility grants, libraries or systems applied for grants competitively. Many library boards considered devices and special equipment for persons with disabilities unaffordable and difficult to justify the expense. The regional Public Library System Special Needs consultants felt the accessibility of public libraries was a very important priority but often difficult to fund by individual small public libraries. This category was developed to help the libraries progress sooner toward providing all people with physical disability access to the services of the libraries.

2.2 Coordinate a statewide summer library program for libraries in the state.

Funds awarded: \$37,500

Priority: 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 level

Results related to priority: The Division's Youth & Special Needs consultant coordinated the ordering and distribution of the Children's Summer Library Program material for 17 public library systems. \$7500 per year for 5 years was allocated to provide materials to library systems in order to offer the national summer library program in libraries throughout the state. Many of the participating children in the summer reading program lived in underserved urban and rural communities with children from families with incomes below the poverty line.

2.3 Support a statewide initiative promoting public library services to improve adolescent literacy.

Funds awarded: \$20,000

Priority: 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 level

Results related to priority: An Adolescent Literacy initiative targeting adolescents was held in 2008 because reading tests showed a drop-off in reading skills by many adolescents. Representatives from all 17 library systems, young adult librarians, students and faculty from the university attended a workshop with information about adolescent brain development. Librarians learned methods for engaging this age group in services offered at the library. Following the workshop, all 17 public library systems received a small amount of funds to implement their own adolescent literacy programs.

Implementation and Benefit

Objective 2A Encourage public libraries to provide the materials and information needed by Wisconsin residents to enrich their quality of life and enable them to contribute in a democratic society.

2.1 Assist public libraries in their efforts to provide improved library services and meet state service standards.

2.2 Coordinate a statewide summer library program for libraries in the state.

2.3 Support a statewide initiative promoting public library services to improve adolescent literacy.

Accessibility of Libraries

The public libraries had some great successes in accommodating the physical needs of library patrons. The switch to competitive grant applications eliminated the difficulty some systems had in developing a need for a non-competitive grant where a need did not necessarily exist.

Highlights from the Special Needs Survey results:

- Only 5% (16) libraries in Wisconsin do not have an accessible entrance, down from 14% (53)
- In 2001, 14% (48) of libraries have a non-accessible, bathroom (22), floor (17), meeting room (11), or are so crowded a person who uses a wheelchair cannot move throughout the library (8), compared to 19% (74) in 2001.

LSTA grants provided better accessibility in libraries was implemented successfully in some areas of the state. The benefits were described by one librarian as follows: *"The funds for these projects have enabled public libraries of all sizes to make their libraries accessible, find agency partners, and provide significant services to their users. Many of the initiatives which seemed very specialized and only beneficial to a small population have actually improved access and services to much larger groups."*

In other libraries, the staff felt that this particular category deserved less focus. "All of this is important, but I'm thinking that accessibility modifications are so hugely expensive, and they benefit only a few, so library staff could help with all the special needs, like opening doors for wheelchairs, if the money would then be available for helping larger numbers of people." OR "LSTA funds should not be used for things that libraries should be expected to get on their own. Small amounts spent on accessibility tools are feel-good attempts."

LSTA funded initiative - Accessibility	Rank
Adaptive accessible computer workstations	26
Retrofitting doors with electronic openers	30
Accessible aids; e.g., wheelchairs, walkers, magnification devices, sound systems	35

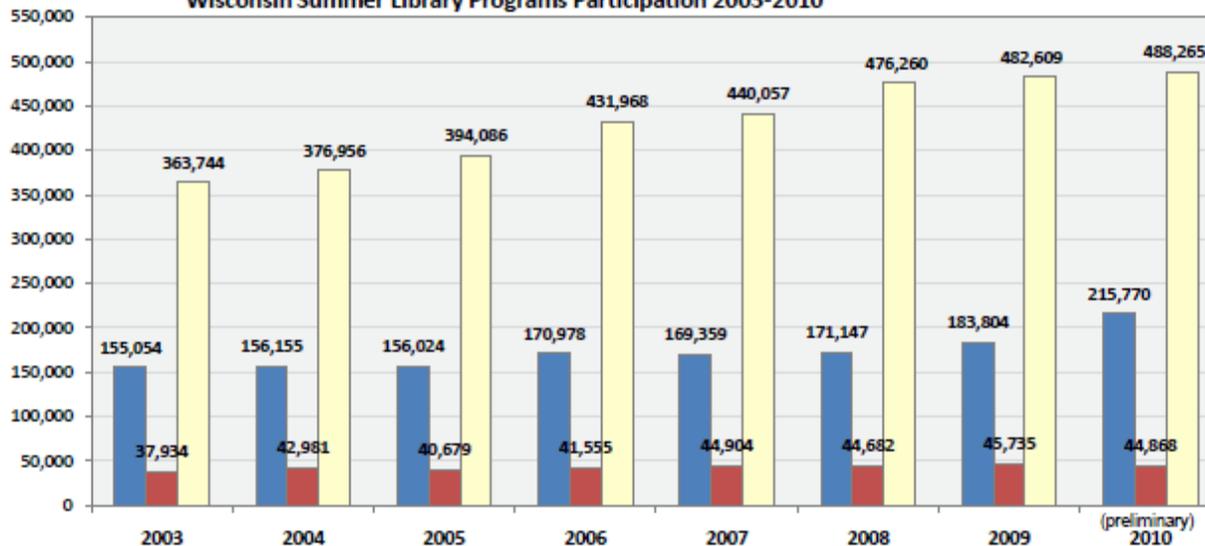
Collaborative Summer Library Program (CSLP)

Wisconsin is a member of the Collaborative Summer Library Program (CSLP). Most libraries have multiple partners for their summer program, including business sponsors who provided prizes or funding for unallowable costs, such as food. The coordination of the summer reading program is ranked 17th out of 53 projects funded through LSTA. This LSTA supported initiative has strong support; *"Without support at the state level, the summer reading programs that public libraries offer would be much more labor intensive for each library. Having a manual and suggestions for best practices allows youth services staff to tailor the Summer Library Program (SLP) without starting from scratch each and every summer."* Likewise, there are also those who maintained that LSTA funding to support the SLP was non-essential: *"I consider summer reading programs important, but if there were no statewide coordination, our talented staff would do just fine."*

Wisconsin Summer Library Programs Participation 2003-2010

	2003	2004	2005	2006	2007	2008	2009	2010
Number of registered / participating children	155,054	156,155	156,024	170,978	169,359	171,147	183,804	215,770
Number of children ages 5 years and younger	37,934	42,981	40,679	41,555	44,904	44,682	45,735	44,868
Total attendance at children's programs	363,744	376,956	394,086	431,968	440,057	476,260	482,609	488,265
Reg. Change		0.71%	-0.08%	8.75%	-0.96%	1.04%	6.89%	14.81%
< 6 Change		11.74%	-5.66%	2.11%	7.46%	-0.50%	2.30%	-1.93%
Total Change		3.50%	4.35%	8.77%	1.84%	7.60%	1.32%	1.16%

Wisconsin Summer Library Programs Participation 2003-2010



■ Number of registered / participating children ■ Number of children ages 5 years and younger □ Total attendance at children's programs

Adolescent Literacy

Statewide assessments of reading achievement showed that the proportion of students proficient in reading declined as they moved from elementary and middle school to high school. In May 2008, the Division for Libraries, Technology and Community Learning launched a multi-year initiative that will champion high-quality teen services and build momentum behind Wisconsin's drive to create the most literate, well-educated citizenry and workforce in the nation. This Initiative began with a leadership conference on May 15, 2008. The Leadership Conference included system and resource library directors, system youth services liaisons, and teen services librarians, as well as DPI staff and other invited guests.

Following the Leadership Conference, the Division for Libraries worked with the regional library systems in Wisconsin to arrange for training workshops that addresses the broad issues of adolescent literacy. The training sessions took place between July 2008 and June 2009. In addition the Division used a web page to keep librarians around the state up to date on issues related to adolescent literacy and teen services that support school efforts.

Primary Targeted Groups were adolescents who:

- Lived in poverty.
- Were members of an ethnic minority group;
- Had disabilities, especially learning disabilities;
- Were enrolled in special education classes or alternative high school programs
- Used English as a second language.

Secondary Targeted Groups were adolescents who:

- Were parents.
- Were part of the foster care system, especially those who were approaching the age at which they would leave the system.
- Were involved with the juvenile justice system; inmates in county jails or detention facilities, state juvenile detention facilities, and/or state or federal prisons.
- Had run away or who had been "thrown away" by their families, or were homeless with their families
- Had been expelled from their school.

The Adolescent Library Initiative for Public Libraries was intended to complement the State Superintendent's Adolescent Literacy Plan. (http://dpi.wi.gov/cal/pdf/ad_lit_plan_web.pdf) 

A number of LSTA projects developed as a result of the Adolescent Literacy initiative. The Kenosha County Library System was part of a multi-System 2008 LSTA Innovative Technology grant with Manitowoc-Calumet, Eastern Shores, and Lakeshores systems. They used funding from the grant to purchase the electronic gaming equipment to help encourage teens at risk to visit the library. Kenosha has a gamers' blog that includes pictures of their gaming events. To visit the blog, go to <http://kclsgamers.wordpress.com>. There were no statistics to report for this grant. Bandwidth issues prevented the four systems from pursuing the gaming across public library system boundaries.

The Manitowoc-Calumet Library System used 2008 LSTA funds to purchase gaming equipment as part of their efforts to reach teens at risk of illiteracy. Libraries in the System used the funding to purchase Wiis, projectors, and related equipment in an effort to encourage teens who would not typically visit a public library to at least check things out in terms of the gaming events. The intent is to then interest the teens in other library materials as well. Photos of the gaming tournament at the Lester Public Library in Two Rivers are available at: www.flickr.com/photos/lesterpubliclibrary/sets/72157607885083794.

LSTA Projects Serving Teens At-Risk

Indianhead Federated Library System (<http://www.dpi.wi.gov/pld/adolit-ifls.html>)— Reaching Out to Youth At-Risk:

- Barron Public Library--Collaboration with an Alternative High School
- Frederic Public Library--Book Discussion Group in a Mental Health Treatment Center for Teen Girls
- Polk County--Working with Teen Parents

The Adolescent Literacy Initiative ranked 12th of 53 LSTA supported initiatives funded (2007-2011).

Objective 2B Encourage public libraries and public library systems to provide training opportunities for staff, trustees, and patrons.

- 2.4 Support the provision of training opportunities and equipment for the education and continuing education of library directors, library staff, and library and system trustees.

Funds awarded: \$581,000

Priority: Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all

Results related to priority: The funds awarded included the following categories: *Job Search, Support and Training, Library Improvement Training, Health Information, and Multi-type Planning and Collaboration*. The economic decline in the state prompted the Jobs initiative. There were many unemployed persons in Wisconsin; many librarians needed training to assist patrons in acquiring computer skills, learning how to search for jobs, completing forms, and resumes. A number of the library systems acquired computer labs and established partnerships with workforce development agencies in their areas to help meet demands in the communities.

Library improvement training grants were competitive grant opportunities primarily used by library systems to collaborate in hiring a major speaker for the benefit of many librarians. The competitive health information and awareness grants required partnerships with health service agencies and library professionals. They were an opportunity for librarians to learn about essential health related resources in their area to enable the librarians to provide patrons a direction in finding the best health resources and information. The Multi-type planning and collaboration grants enabled recipients to partner with libraries of all types in their regional areas and brainstorm about sharing opportunities.

Implementation and Benefit

Objective 2B Encourage public libraries and public library systems to provide training opportunities for staff, trustees, and patrons.

- 2.4 Support the provision of training opportunities and equipment for the education and continuing education of library directors, library staff, and library and system trustees.

Library Improvement Training

A small amount of funding in this category provided librarians and library system trustees opportunities to provide workshops for larger groups within their regions on a variety of topics including customer needs and satisfaction, technology, leadership, library services and programs for patrons of all ages, diverse customs and cultures appropriate to the community, foreign languages, disaster planning and training, space needs planning, safety and security for staff and patrons, conducting effective library board meetings, or the roles of library staff and boards. Several regional public library systems chose to collaboratively share the cost of a major speaker on safety and security for staff and patrons. A 2012 grant is currently being implemented to bring directors of medium and small public libraries together for orientation on topics of public library administration so new directors can successfully perform their jobs and be aware of both resources available to public libraries, as well

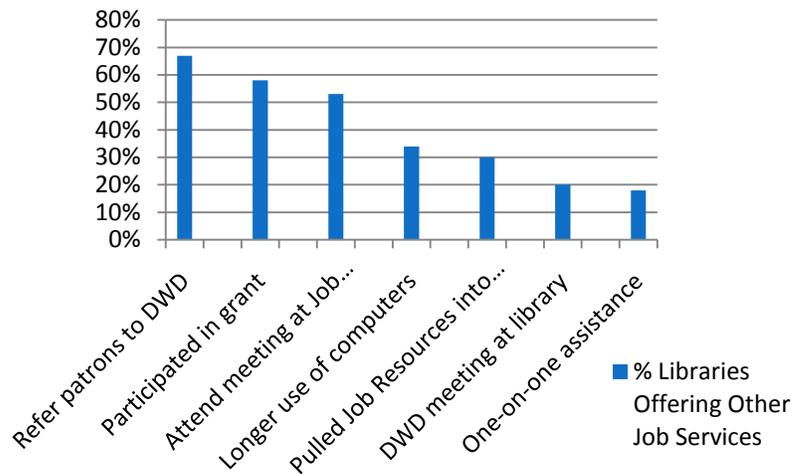
as requirements for legal operation and participation in a regional public library system. The workshops will be conducted collaboratively by staff from various systems and the Division, providing a model that can be further developed and replicated in the future.

Job Search, Support, and Training

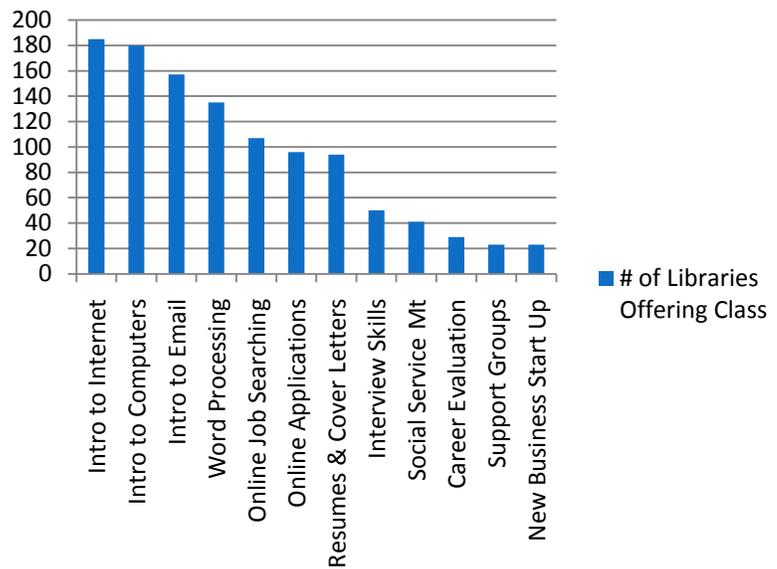
Funding in this category was made available on an emergency basis in 2009 to the 17 regional public library systems in a non-competitive category. There was a great number of unemployed throughout the state after 2008. In consultation with the regional public library systems and the Division staff, a decision was made to dedicate this funding to help address the needs of Wisconsin workers who were most affected by the economic circumstances. The funds were available because of lapsed funds in other LSTA accounts from the previous year. Funding was distributed on a population formula. The purpose of the category was to help the public library community respond quickly to the economic conditions that affected families and individuals across the state. The systems, in cooperation with their member libraries and other organizations, used the funding to serve people who were unemployed, underemployed, and/or seeking to improve their job skills. The intent of this funding was to encourage systems and libraries to collaborate with local, regional, and state agencies that are already working to help the targeted population (i.e. Department of Workforce Development). In 2010 and 2011 the category became competitive and open to both public libraries and regional public library systems.

Four systems used the funding to purchase laptop computers to create portable labs that moved from library to library for training purposes. Instructors taught a variety of free computer classes using these labs. One system purchased laptops for participating libraries that were reserved for people working on job-related activities such as resume writing. Often a user cannot complete work on a resume in the half hour typically allotted on public workstations. Other classes included resume writing and Internet job searches. The Jobs category funding assisted public libraries that worked in collaboration with agencies already providing services to people who had lost jobs or who were trying to improve their skills in the uncertain job market. The projects complemented

Percent of Libraries Offering Other Job Services



Number off Libraries Offering Class



what the agencies were doing and allowed libraries to increase their efforts to meet the needs of job seekers in their local communities.

Health Information and Multi-type Planning and Collaboration

These two initiatives were training grant categories to establish community partnerships and collaborations enabling librarians to learn about the resources in their regions in order to better serve their library patrons. Health information partnerships were fostered between the libraries and major health institutions in certain regions of the state. However, librarians were reluctant to create the impression that the library was endorsing “the best” health resources. The Multi-type planning grants were opportunities to share and network with all types of libraries in a region. They were primarily informational workshop presentations to library staff to share resources that may benefit library patrons. There were few agencies that applied for both categories over a two year period. Health Information ranked #50 of 53 initiatives and Multi-Type Planning was 41 of 53 in ranked perceived importance.

Objective 2C Promote and support learning and literacy activities in public libraries and state institutions libraries for people with special needs.

- 2.5 Support the efforts of public libraries in improving the literacy and reading skills of people who have difficulty using libraries because of their educational, cultural or socioeconomic background.

Funds awarded: \$746,170

Priority: Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills

Results related to priority: More than 40 competitive literacy projects were awarded funds targeting library services to individuals with limited functional literacy or information skills due to diverse geographic, cultural, and socioeconomic backgrounds. Literacy projects targeted the jailed and families of the incarcerated, youth at risk, those with limited language skills and families of lower socioeconomic background.

The number of literacy grant projects decreased over the five year period partially because of the introduction of the Jobs grant category in 2010. Special needs consultants who primarily implemented the literacy grant could only focus, in some situations, on one LSTA grant category at a time since implementation was a portion of their employment responsibilities. In survey results, early learning projects ranked 11 of 53 and adult & family literacy projects ranked **10th of 53** LSTA initiatives.

- 2.6. Promote the role of public libraries in meeting the information needs for people with sensory and mobility disabilities, including seniors.

Funds awarded: \$96,026

Priority: Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills

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 level

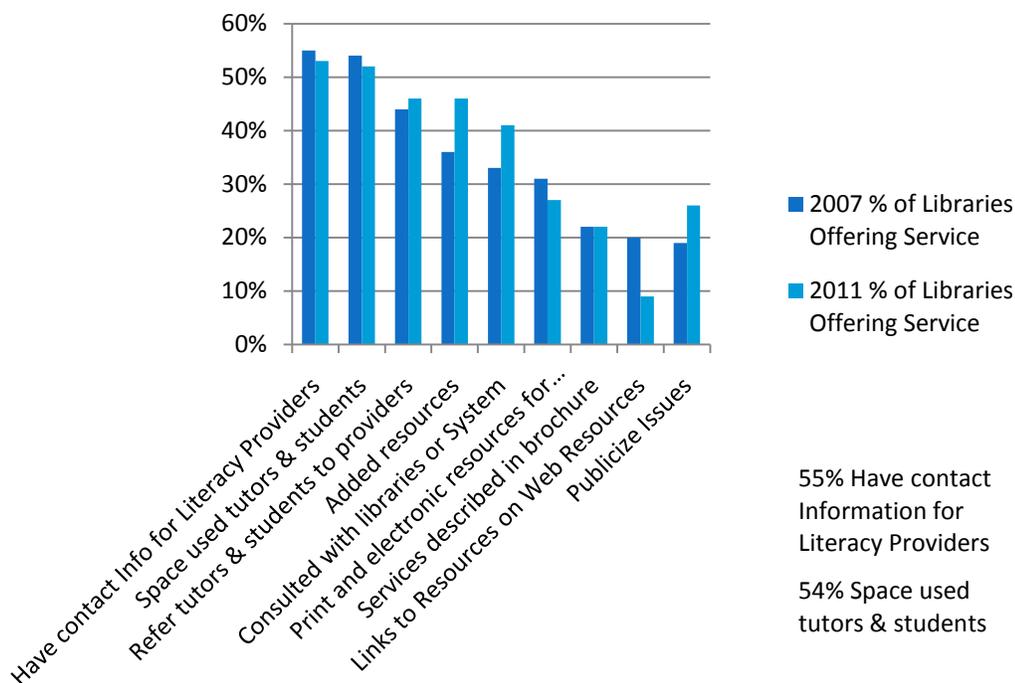
Results related to priority: In 2008 and 2009 this category awarded 7 grants to libraries or library systems targeting library services to individuals with disabilities, and in particular to those having difficulty using a library. Grants provided outreach collection services to seniors in nursing homes, persons with mental illness, caregivers for seniors with special needs, families and children dealing with autism.

Implementation and Benefit

Objective 2C Promote and support learning and literacy activities in public libraries and state institutions libraries for people with special needs.

- 2.5 Support the efforts of public libraries in improving the literacy and reading skills of people who have difficulty using libraries because of their educational, cultural or socioeconomic background.
- 2.6 Promote the role of public libraries in meeting the information needs of people with sensory and mobility disabilities, including seniors.

Literacy



Persons responding to the LSTA Survey ranking all 53 initiatives ranked Literacy 10 and 11.

LSTA funded initiative - Literacy	Rank
Adult and family literacy projects	10
Early learning projects	11

Many persons expressed opinions about literacy services to prisons and detention facilities that were both positive and negative.

“Library services to detention facilities, jails and prisons seem to be a low priority in Wisconsin. An outsider might believe that the absence of library services or restriction of library services was a deliberately punitive measure.”

“I think we sometimes forget about people who have special needs. They require access to learning just as we do. One of the most neglected groups is found in detention facilities.”

“For many people with physical handicaps or who are incarcerated in jails or prisons, library service is the *only* service that provides them with reading material they can use.”

“For those individuals already incarcerated, becoming educated is often the greatest advantage toward not returning to jail upon release. Providing library services is a significant factor in that educational process.”

“The library services in detention facilities, jails and prisons should not take a priority since the people there are incarcerated for a reason. Yes, if possible, services can be done. However, prisoners are not living in normal society since they are being punished for a crime they committed. These services should be considered last.”

“I guess I'd say law abiding people deserve services more than those who have already broken the law and harmed their community. I'd rather that same community focused the resources on youth before they turn into criminals.”

Objective 2D Provide state-level leadership, planning, and coordination for the improvement of libraries throughout the state.

2.7 Provide leadership services for the improvement of public library service by engaging in statewide planning for public library services and funding, and collecting and disseminating information of interest and importance to libraries in Wisconsin.

Funds awarded: \$1,168,500

Priority: Expanding services for learning and access to information and educational resources in a variety of formats in all types of libraries for individuals of all ages

Providing electronic and other linkages among and between all types of libraries

Developing public and private partnerships with other agencies and community-based organizations

Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: This objective funds the 80% Director of Public Library Development (PLD); a limited term employment position; electronic forms; Travel; part-time financial consultant. Annual meetings were held to convene groups the public library system consultants for certification and continuing education, special needs, and youth services. The perceived importance of state level leadership, development and improvement of public library service was ranked 7th in the 2011 LSTA Survey results.

Personnel Costs Expenditures included salary, fringe benefits, materials and supplies, fixed and information technology costs for network services for 1.8 positions. Funds in this priority also included reimbursement costs of committee meetings for the Public Library System Continuing Education/Certification Consultants, Public Library System Youth Consultants, Public Library System Special Needs Consultants, meetings and travel for staff, limited term employment for an office assistant with no benefits and form software for statistics.

2.8 Provide consulting and planning assistance to public libraries and systems, including consultant services for youth services and special needs populations.

Funds awarded: \$434,200

Priority: Targeting library services to people of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to people with limited functional literacy or information skills

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 level.

Results related to priority: This objective funded the Public Library Youth and Special Services Consultant position addressing the LSTA priorities that kept the library and library system community

focused on targeting the needs of youth and special needs. This position advised the LSTA Advisory Committee of the library and information services for persons having difficulty using a library. The person in this position also coordinated the Summer Reading Program at the state level in conjunction with other states.

Personnel Costs Expenditures included salary, materials and supplies, fixed and information technology costs for network services and travel for one (1) FTE position.

2.9 Collaborate with state and national library organizations in statewide planning and studies.

Funds awarded: \$153,000

Priority: Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks

Results related to priority: The need to provide state leadership for development and improvement of public library services required communication and planning as well as interaction among libraries, library groups, the education community and other organizations within and outside of the state. Groups included Chief Officers of State Library Agencies (COSLA), Wisconsin Library Association, COLAND (Council of Library and Network Development), American Library Association, Literacy staff at the Department of Public Instruction, etc.

Funding in this objective also included the *Visioning Summit* which took place at the urging of COLAND in 2009. During the summit, participants were assigned to break-out groups to discuss the following topics:

- economic development and financial vision for libraries
- education and literacy role of libraries
- organizational collaborations needed for future libraries
- library infrastructure and technology needs
- services that libraries will want to provide the public and the roles that librarians should play in their communities

Implementation and Benefit

Objective 2D Provide state-level leadership, planning, and coordination for the improvement of libraries throughout the state.

- 2.7 Provide leadership services for the improvement of Wisconsin public libraries by engaging in statewide planning for public library services and funding, and collecting and disseminating information of interest and importance to libraries in Wisconsin.
- 2.8 Provide consulting and planning assistance to public libraries and systems, including consultant services for youth services and special needs populations.
- 2.9 Collaborate with state and national library organizations in statewide planning and studies.

State-Level Leadership and Consultants

The person in this position established long-range goals for public library services in cooperation with library associations and organizations in the state. The person in this leadership role provided reviews and updates of statutory and administrative code language relating to public libraries and public library systems; provided leadership in developing state funding policies for public library and public library system services; provided coordination, leadership and management of the federal Library Services and Technology Act program to comply with federal requirements, and make the most effective use of funds to meet Wisconsin library objectives and maintain Wisconsin eligibility for federal funds allocation. The person in this position also provided leadership, with the statewide Public Library Technology Consultant, for statewide library technology programs.

According to a comment from the LSTA Survey, “State level leadership and consultant positions: Centralized leadership decreases duplication of effort, generally gives better focus to goals and objectives, and can motivate those involved toward completion of some very fine, well-orchestrated programs and projects.”

Statewide Planning and Summits

LSTA Funded Initiative	Rank
Statewide visioning planning summit	43
COLAND meetings and travel costs	53

Not everyone felt the same way about the benefits of state leadership, however. “Statewide leadership is crucial and thus important, but it has not been bold enough or brave enough to meet the needs and challenges of the statewide library network.”

Youth and Special Needs Consultant

LSTA Funded Initiative	Rank
State consultant services for youth/workshops	37
State level consultant services for persons with special needs/workshops	39

Several comments from the LSTA Survey were less than complimentary...

“Not sure if the visioning summit actually accomplished what it intended to do because I think the end result was not as "visionary" as many of us had hoped it would be.”

“COLAND meetings--do they need to meet face-to-face? Could they do it over the ITV network to save travel costs?”

“DPI should cover costs for summits and not LSTA.”

“Hard to see value in summits when no results are later seen. The ideas are good, but do they make any difference?”

“COLAND meets its statutory charge and I do not fault it in that context. But like the division, it is too seldom a source of true leadership.”

Library Administration

Funds enabled the Division and the Department of Public Instruction to administer the LSTA program in accordance with federal regulations. The administration funds supported the LSTA Advisory Committee meetings, the grant review and award process, administration of grant program and fiscal records.

Personnel Costs Expenditures included salary and fringe benefits, materials, supplies, fixed and information technology costs for network services for .1 FTE position.

Retrospective Strategies

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

Wisconsin used the LSTA program 2008-2012, which set out the goals and objectives for implementation. The strategies for implementing the plan were decided primarily by the staff of three teams within the Division for Libraries, Technology and Community Learning at the Department of Public Instruction and the LSTA Advisory Committee which meets twice annually. The teams were: Public Library Development, Resources for Libraries and Lifelong Learning (formerly known as Reference & Loan Library) and Instructional Media and Technology. There were staff meetings in March each year to review the budget and discuss the status of grant categories for the following year. Staff is asked to indicate significant category changes from the previous year and to bring any new grant categories for consideration to this meeting. Another meeting is scheduled prior to the LSTA Advisory Committee meeting in April. Staff must submit category descriptions tied to the Five year LSTA Plan.

At the fall meeting of the Librarian's Advisory Committee, division staff presents all categories with recommendations. The committee has the opportunity to propose, discuss and vote on category and application funding. The committee will sometimes agree with staff recommendations; at other times there may be lengthy discussion about continuing a grant category OR funding more or less grant applications than proposed by the staff. It is rare when the final recommendations of the LSTA Advisory Committee are not also proposed and followed by the State Superintendent of the Department of Public Instruction.

State and federal budget situations also factored into the selection of strategies used while implementing the plan. For example, **Jobs: Search, Support and Training** category was not part of the original plan. This category developed as a result of the large population in Wisconsin of unemployed and underemployed following the economic crisis in 2008. By May of 2009 the Division had funds from lapses of past grants to distribute to the 17 public library systems to assist the public library community respond quickly to the economic situation that has affected families and individuals across the state. The block grants were distributed based on a population formula. The funds needed to be used in cooperation with area libraries and other organizations to serve people who were unemployed, underemployed, and/or seeking to improve their job skills. The intent was to facilitate and encourage systems and libraries to collaborate with local, regional, and state agencies that were already working to help the targeted population. Systems receiving funding had to identify collaborating partners at the system and/or local levels. The first two years of the category (2009-2010) were funded non-competitively; in 2011 this became a competitive grant category.

Process Questions

Were modifications made to the SLAA's plan?

The Wisconsin State Library Administrative Agency (SLAA) did not make modifications to the 2008-2012 LSTA Plan.

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

The mission of the Wisconsin Division for Libraries and Technology is to provide leadership, assistance, planning, coordination, and funding for the improvement of public libraries and public library systems so that all Wisconsin residents have equitable access to information and knowledge resources. These principles, grant recipient performance and allocated funds from IMLS to states guided Wisconsin's policy and managerial decisions.

Prior to the spring meeting of the LSTA Advisory Committee meeting, Division staff gathers to discuss the categories that took place in the previous year and that are currently being implemented. Policy and funding decisions are discussed; in addition consultants weigh in with grant category recommendations for the following year based on discussions they have had with public library system youth, special needs, information technology consultants. Level of interest of potential grant recipients and the quality of past project results helped guide policy and decisions about supported programs. For example, Innovative Use of Technology was a competitive grant category that consistently attracted a large number of applicants. Awards were made based originally on a project's innovation or unique ability to provide a service for the library patrons. Project results and outputs at some point were no longer "innovative." However, some staff and the Advisory Committee decided to allow the category to evolve and become one that sought to award recipients for "enhanced" technologies to provide better patron services. The category continued to attract interest from public libraries and the regional public library systems.

In this category as well as in Health Awareness and Multi-type Collaboration, however, the lack of measurable outputs and outcomes guided the SLAA to recommend discontinuation of these awards.

Virtual Reference, a statewide reference service, was discontinued because usage was minimal. The service that was no longer used was not considered valuable to the library patron.

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

Determining project impact on the targeted audience was often not conclusive. In some cases, partnering agencies written into projects withdrew their assistance and collaboration. There is little that can be done when an agency has been awarded a grant and there are staff changes in the library. Planning for adequate time for library staff to implement a project can be challenging especially when staff numbers and hours are diminishing.

Grant awards are distributed on a calendar year to match the library funding cycle. Applications are accepted in September, reviewed in October-November; projects are funded and implemented January-December. Through no fault of IMLS, during the past several years, funds have arrived late; recipients have not had a full year to implement projects. This is often not enough time to obtain outcome-based results.

Prospective

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

The state library agency (SLAA) in Wisconsin consists of three teams within the Division for Libraries and Technology that contributed to the implementation of the plan. The evaluation will be reviewed with these teams and provide a focus for the 2013-2017 LSTA plan.

- Instructional Media and Technology (IMT)
- Public Library Development (PLD)
- Resources for Libraries and Lifelong Learning (RL&LL)

The Division will share the evaluation-related information with the LSTA Advisory Committee; seek its advice and feedback on future plans, policy and administrative decisions. Membership on the Advisory committee includes representatives from public libraries, public library systems, school and academic librarians. It is the intent to try and represent different sizes of libraries and various geographic areas of the state. Committee members are appointed by the State Superintendent of Public Instructions to serve staggered 3-year terms. The committee meets twice a year (in the spring and fall). The primary responsibility of the committee is to advise the Division staff and the State Superintendent on the following issues: development of the long-range plan and evaluation, establishment of annual grant criteria, priorities, and categories; grant applications and recommendations for grant awards. As a part of each LSTA Advisory Committee meeting, time is set aside for a public hearing where other persons interested in the LSTA program may make comments, suggestions, and recommend categories.

Information on the LSTA evaluation will be made available to librarians and library users through various methods, including Division publications, email lists, the LSTA web page, the Public Library Development Facebook page and other appropriate means. A key source of information and reports on the LSTA program is the Division's newsletter, *Channel Weekly*. *Channel Weekly* has approximately 1200 subscribers from all types of libraries, including trustees and others interested in library issues.

The Division has an extensive web presence that includes a site focused on the LSTA program (<http://dpi.wi.gov/pld/lsta.html>). The Division hosts email discussion lists for schools and one for public libraries; information will be made available via these lists. The public library email list is WISPUBLIB and has approximately 1300 subscribers. In addition, the Division will share results with the committees and groups whose input was requested during the evaluation process. These focus groups included:

- Council on Library and Network Development (COLAND)
- Public Library Systems' Youth Consultants
- Public Library Systems' Special Needs Consultants
- Public Library Systems' Information Technology Consultants
- Public Library Systems' Continuing Education & Certification Consultants
- System and Resource Library Administrators' Association of Wisconsin (SRLAAW)

In addition, a committee will be selected this year by the Division for Libraries and Technology to review the statutes governing libraries and library systems in the state. This evaluation will be a resource for that committee's work.

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

There were 489 respondents to the online **2011 LSTA Survey**. Responses represented a cross section of individuals from all types of libraries; persons chose to select LSTA initiatives funded 2007-2011 by their perceived importance. There were also 344 responses from 378 libraries to the **2010 Survey of Library Services to Adults with Special Needs**.

The data collected through the surveys and the focus groups will be used as a foundation for identifying benchmarks in the upcoming 2013-2017 LSTA plan. Analyzing the areas that were most favorably rated in the surveys will be essential in establishing standards.

In addition, the Legislative Audit Bureau, a nonpartisan legislative service agency responsible for conducting financial and program evaluation audits of state agencies, conducted a study of Wisconsin libraries and library systems in 2007-2008. The Bureau's purpose is to provide assurance to the Legislature that financial transactions and management decisions are made effectively, efficiently, and in compliance with state law and that state agencies carry out the policies of the Legislature and the Governor. The changing philosophical and financial environment at the state level must be taken into consideration; the resources available to the state from the Institute for Museum and Library Services will also influence identified benchmarks.

What key lessons has the SLAA learned about using outcome-based evaluation that other States could benefit from knowing?

Grant applicants provided measurable criteria for their project objectives and stated project accomplishments or community changes. Project administrators provided six-month and final project evaluations that included details on the results or outcomes of projects. A training session was offered for potential grant applicants with examples of outcome evaluation possibilities as well as other evaluation methods and activities. Training was provided through webinars on the importance of gathering consistent and reliable data on various service measures and then reporting it in ways that were meaningful to local boards and funding bodies. The Division for Libraries tried to do the same at the state level and annual statewide reports; the status of various library services and technology were published throughout the state and used by local libraries and systems to promote and support their services. Most of our LSTA grant applicants were more comfortable evaluating their projects in terms of evaluation outputs, and that type of evaluation was considered to be appropriate. Many of the project administrators did an excellent job of managing their LSTA projects and the projects made significant improvements in the services provided to the targeted audiences. The project administrators tried to measure the impact of their projects on their library users. Some had a better grasp of this process than others and Division staff worked with project administrators to encourage them to focus their evaluation efforts on outcomes.

Final project evaluations from project recipients varied. Some provided good outputs and outcomes; output measures were more common and anecdotes were part of special needs grants final evaluations almost exclusively. Project outcomes varied; there were literacy grants for the very young children, families, adolescents, elderly and the incarcerated. In every literacy or accessibility project, partnerships or collaborating agencies were always part of the project plan and implementation. Outcomes for the targeted audiences often relied on anecdotal stories because projects did not actually begin implementation until awards were received. It was often late in the year when projects were completed in many communities where immediate impact was not apparent. It was often considered a successful project if there was significant attendance at a sponsored program, persons returned regularly to the library after a program, or in the case of the incarcerated, if the young persons in the detention facility welcomed the addition of reading material into their daily routines. The outcomes in the special services affected fewer persons (as with a hearing loop system) but were certainly significant for those for whom the service was intended.

The Jobs Support funding in its earliest stages was distributed throughout the state with the assumption that all areas of the state had a significant number of unemployed or underemployed persons. After the initial assistance to the 17 library systems throughout the state, the outcomes of the grants were much more significant once the category became competitive. Libraries and library systems submitted grants because a need still existed. Classes were filling on a regular basis for computer assistance on everything from how to use the computer to how to complete a resume.

Technology grants to the library systems were difficult to report outcome-based evaluations; yet these grants were considered by several of the focus groups to be very valuable for library patrons. It was with these grants that electronic resources were purchased to supplement online catalogs for the library patrons providing greater access to library materials. Collaborative projects were developed amongst the library systems to provide access to e-books that libraries could not afford on their own. The enhancements to the shared automated systems, however, had significant influence on the abilities of the 17 library systems to share so much material and provided the public with the resources needed. In addition, the shared delivery in the state was the conveyor of the materials that persons throughout the state were seeking.

Evaluation Methodology

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

Mike Cross, the former Director of Public Library Development for the Division for Libraries and Technology, selected Don Smith from the Wisconsin Department of Public Instruction's Policy and Budget team to guide the Five Year LSTA Evaluation. Don performs budget and policy analysis as well as budget, legislative, and federal-state planning functions for the Wisconsin Department of Public Instruction. Responsibilities of the team include developing the agency's education agenda/budget initiatives; coordinating agency policy development; analyzing and monitoring key legislation affecting schools, libraries, and the department; coordinating and recommending administrative rule development; coordinating the department's federal grant application process; coordinating the payroll management information system; and providing technical assistance in management planning and resource development.

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

The evaluation process included staff from the Public Library Development team: Mike Cross, Terrie Howe, Al Zimmerman, John DeBacher, Bob Bocher, Barb Huntington, and Jamie McCanless. Resources for Libraries and Lifelong Learning staff included Martha Berninger and Lisa Weichert. The Instructional Media and Technology team and Don Smith from the Department of Public Instruction's Policy and Budget team were involved. Early in 2011, a Special Needs Survey was sent to 379 public libraries. The response rate for 2011 Special Needs Survey was almost 90%—338 of 379 libraries.

In February 2011, two messages were sent from the Public Library Development team director to two statewide library email lists requesting participation in the LSTA Survey. The first email alerted recipients of the message to watch for the web address to the survey. The participants in the Wisconsin Educational & Media Technology Association (WEMTA) list were school library media specialists (approximately 650). The second list consisted of public librarians, public library system librarians, library board members, and librarians from academic and special libraries totaling more than 1300 addresses.

Several focus groups received informational handouts that provided feedback on Wisconsin's LSTA Plan. The focus groups were:

- | | |
|--|-----------------------------|
| a) Public Library System Youth Consultants | <i>September 22, 2011</i> |
| b) Public Library System Continuing Education and Certification Consultants | <i>September 23, 2011</i> |
| c) System and Resource Library Administrators' Association of Wisconsin (SRLAAW) | <i>November 1, 2011</i> |
| d) Council on Library and Network Development | <i>November 11, 2011</i> |
| e) Library Services and Technology Act (LSTA) Advisory Committee | <i>November 16-17, 2011</i> |
| f) Public Library System Information Technology Consultants | <i>December 1, 2011</i> |

Handouts included the two major goals for improving library services in Wisconsin with the use of LSTA funds during 2008-2012, the funds spent during the five years with references to appropriate objectives from the LSTA Plan, the three questions that we would discuss at each focus group meeting, and the LSTA purposes. The group was asked for feedback on the following three questions:

- 1. Were there any of the LSTA projects/grant categories particularly noteworthy or valuable?**
- 2. Were there any of the LSTA projects/grant categories that were not so valuable?**
- 3. Are there any statewide library service needs that could be addressed with LSTA funds?**

Don Smith was present for 3 of the 6 meetings.

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

Statistical data was gathered from review of the following resources:

- Public Library Special Needs Survey 2011 results
- LSTA Survey Results: Perceived importance for each of the initiatives supported by LSTA from 2007-2011
- Review of grant evaluations related to fund use
- Budgets and LSTA grant award documentation approved by the State Superintendent
- Statistics from the South Central Library System's Statewide Delivery Service
- Annual Report data submitted to the Division for Libraries and Technology
- Resources for Libraries and Lifelong Learning statistics for interlibrary loan and reference

Qualitative methods

- Review of the State Program Reports to IMLS annually
- Review of the LSTA Information and Guidelines for Wisconsin 2008-2012
- Review of LSTA Grant Evaluations
- Focus group feedback from the six focus groups held September-December 2011
- Review of LSTA Advisory Committee meeting minutes
- Review of the LSTA Survey Comments (2011)
- Review of the Special Needs Survey 2011 comments

Tradeoffs of selected evaluation methods

The focus groups as well as the surveys provided positive and negative feedback in accompanying comments. Incorporating all opinions concerning librarians' perception initiatives importance was challenging; views were influenced by the type of library a person represented.

While input from the library communities was broadly invited, comments were limited from patrons who used the libraries. Final project evaluations from project recipients varied. Some provided good outputs and outcomes in final project evaluations. Output measures were more common than outcome-based evaluations. Anecdotes were often part of special needs grants final evaluations. There were no visits to libraries awarded LSTA awards with the exception of a visit from IMLS Project Officer, James Lonergan, since travel was restricted in Wisconsin.

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

There are email lists for each of the individual focus groups that will be used to convey findings and recommendations as well as to the larger statewide lists that include WISPUBLIB and WEMTA. Links will be posted to Facebook and Twitter accounts linked to the Public Library Development's web page as well as on the LSTA web page. Summary information and links will be incorporated in our newsletter, *Channel Weekly*. In the development of the 2013-2017 LSTA Plan, the evaluation results will also be shared.

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

IMLS provides for an award period of two years to spend the funds. LSTA budgets fluctuated several times during the implementation year. The budgeted amounts spent on the objectives do not exactly match the awarded amounts because every year there are grants that either do not completely spend all awarded funds, or the awarded agency may have lost staff, illness prevented the implementation of the grant, etc. In the case of merging shared automated systems, parties involved in merging or joining shared systems were unable to meet grant requirements. The funds then carried over to the following grant cycle.

The state library agency visited only three (3) projects in progress while the program officer from Washington DC was in Madison. Travel was very limited during the 5-year period.