

Delaware *Division of* **Libraries**

***Library Services and Technology Act
5-Year Plan
For Fiscal Years 2008-2012***

**Approved by the Delaware Council On Libraries
February 13, 2007**

Compiled by Himmel & Wilson, Library Consultants

VISION:

Delaware libraries 1st in the nation!

MISSION STATEMENT:

The Delaware Division of Libraries provides leadership and support that help Delaware's libraries evolve and connect the people of the First State with information and ideas that enlighten, inspire, and entertain!

How We Accomplish Our Mission:

We build collaborative relationships and maximize the impact of the resources available to libraries by applying outcome-based planning and pursuing operational excellence in order to enhance public access to information and ideas.

NEEDS ASSESSMENT

Delaware has lagged behind most other states in providing high quality library services. Although some individual libraries perform well, as a whole, the State's libraries have traditionally placed in the bottom quartile in most input and output measures when compared against other states. While some progress has been made in recent years, Delaware is far from realizing its vision of having libraries that are "1st in the nation."

For example, Fiscal Year 2004 statistics collected through the Federal-State Cooperative System (FSCS) and reported by the National Center for Education Statistics (NCES) show that Delaware ranks 41st in print materials per capita and 42nd in paid full-time-equivalent (FTE) staff per 25,000 population. Performance on selected output measures was only slightly better. In 2004, the "First State" ranked 30th in circulation per capita and 30th in library visits per capita. Furthermore, Delaware ranked a dismal 47th among all states in reference transactions per capita.

However, Delaware's assessment of library and information needs is not limited to national rankings. The Delaware Division of Libraries, with the full cooperation of the public libraries of the State, carried out a comprehensive statewide planning effort in 2004 -2005. **Several thousand** citizens and more than one-hundred members of the library community shared their ideas and opinions regarding library service during the data gathering phase of the planning process.

A total of 432 library users participated in 51 focus groups that were held in 29 libraries in the State. Nearly 1,300 individuals (1,273), 545 of whom were not regular library users, completed a telephone survey conducted by the Center for

Applied Demography & Survey Research (CADSR) at the University of Delaware. More than 2,000 people (2,080) completed in-library surveys that were conducted in libraries throughout the State using touch screen computers. Personal interviews were conducted with more than 50 individuals including library leaders from all types of libraries, elected officials, and influential citizens of the State. All library directors and branch library managers were interviewed personally and a team of library consultants and architects carried out an assessment of every public library facility in the State.

Samples of circulation data were processed using geographic information system software to produce maps of the primary and secondary service areas of each public library. Statistical profiles were generated for each library in the State. Peer comparisons were developed that assessed library performance of each of the three counties in Delaware against the performance of libraries in counties with similar populations (primarily in the Northeast).

All of this data gathering activity resulted in considerably better understanding of the challenges facing Delaware's public libraries in their efforts to provide quality services. Following are the nine basic findings that resulted from the comprehensive planning effort.

FINDING I

Taken as a whole, the quantity and quality of public library services offered to the residents of Delaware are ranked below public libraries in the majority of states.

FINDING II

The quality and quantity of library services that are offered vary greatly by county and by locale.

FINDING III

Some real progress in improving library services has been made in recent years.

FINDING IV

Much of the progress has been due to greater involvement of county governments in coordinating and funding library services.

FINDING V

Unless a concerted effort is made to improve library services quickly, Delaware is likely to fall further behind (especially in

terms of per capita measures) because of its significant population growth.

FINDING VI

In general, recently established construction criteria determined that Delaware has too many library buildings but not enough library space to offer high quality library service.

FINDING VII

Almost without exception, Delaware's public libraries are badly understaffed.

FINDING VIII

Taken as a whole, according to the focus groups Delaware's library collections are too small and, in many cases, are out of date.

FINDING IX

Residents of some areas of the State lack convenient access to in-depth library resources and collections.

Identified Needs

The comprehensive planning effort identified a large number of deficiencies that need attention. Following are some of the most pressing needs that must be addressed if Delaware libraries are going to progress.

- Residents of some areas of Delaware lack convenient access to in-depth library resources and collections.
- Many Delawareans are served by public libraries that are badly understaffed and, in some instances, by library staff members who lack adequate training.
- Many Delawareans are served by libraries with collections that are inadequate.
- Many library users in Delaware believe that the holdings of all libraries in the State should be reflected in a single online catalog with full functionality (reserves, downloadable content, etc.).
- Many Delawareans are unaware that libraries have resources that are relevant to them.
- Some Delawareans are unable to access traditional library services due to a handicapping condition, geographic isolation, or lack of English language skills.

- Programming (especially adult and teen programming) in Delaware's public libraries is largely uncoordinated and is often unrelated to other library resources.
- Many Delawareans lack basic literacy, workplace literacy, or information literacy skills.
- While some exemplary collaborative efforts between and among different types of libraries have taken place, much remains to be done.

The comprehensive planning effort did more than simply identify problems. It resulted in an action plan to address the many deficiencies that were uncovered in the data-gathering effort. The Institute of Museum and Library Services' encouragement of outcome-based evaluation led DDL to its first attempt at creating an outcome oriented plan. It was decided that the adoption of a "balanced scorecard" approach to presenting the plan would help move the Division toward outcome-based assessment. Furthermore, one of the virtues of balanced scorecard planning is that it is "scalable" and the statewide plan could be used as a template for the creation of coordinated county and library level plans.

While the Delaware Division of Libraries began work on the implementation of the initial plan immediately, it has also continued to rework and refine the plan. Several improvements have been made to the plan that enhance its usefulness. First, an effort has been made to maintain alignment with the Malcolm Baldrige Award criteria. This will enable DDL to streamline its involvement in Delaware's Quality Award Initiative, which uses the Malcolm Baldrige National Quality Award criteria as a basis, and to continue its success in the area of library development that have been an integral part of implementing LSTA under the 2003 – 2007 Plan.

Second, DDL has recognized that one of the shortcomings of the 2003 – 2007 LSTA Plan was the integration of evaluation (especially outcome-based evaluation) into its initiatives. As a result, DDL has gone to considerable effort to begin the development of specific measures that can be used to assess progress toward their goals on an ongoing basis.

As part of this effort, DDL convened a two day meeting on Sept 25 – 26, 2006 that brought key Division staff together with evaluation and measurement experts and experienced library planners. The meeting involved the following individuals:

- Anne E.C. Norman, State Librarian and Director, DDL
- Despina Wilson, Management Analyst, DDL
- Mark Graham Brown, evaluation and measurement consultant and author
- Bill Barberg, President, Insightformation Inc.
- Bob Molyneux, Chief Statistician, SirsiDynix
- Ethel Himmel, Partner, Himmel & Wilson, Library Consultants
- Bill Wilson, Partner, Himmel & Wilson, Library Consultants

The meeting resulted in the development of detailed measurement and evaluation tools that will be used to monitor DDL's progress toward meeting all of its statewide goals including those that are part of the 2008 – 2012 LSTA Plan.

An exciting aspect of the evaluation effort is the fact that highly sophisticated balanced scorecard software will be used to track progress over time. Furthermore, many of the data elements that will be used to measure progress will be directly imported from the SirsiDynix integrated library system (ILS) that now serves all public libraries in two of Delaware's three counties. Even more exciting is the fact that this system already includes a variety of academic, school, and special libraries.

It is interesting to note that DDL's activities to refine its measurement activities will not only help it appraise the progress made at program and initiative levels in the future, the assessment mechanisms in themselves exemplify an integration of LSTA purposes into the activities of the agency. The processes that will be used for evaluation incorporate both

- ...developing public and private partnerships with other agencies and community-based organizations and,
- providing electronic and other linkages among and between all types of libraries.

Service Environment

Delaware is, in many ways, a microcosm of the United States. Although it is small in size, the State includes urban, suburban, and rural areas. Delaware's economy is diverse. Employment in the State ranges from highly technical work for corporate giants to unskilled labor on chicken farms and from faculty positions in notable institutions of higher learning to seasonal jobs in the popular beach communities on the coast.

Furthermore, Delaware has a diverse population. Over twenty percent (20.3%) of Delaware's population is Black and the State is home to a growing Hispanic population (a 2006 estimate of the percentage is 6.1%). Educational attainment in the Delaware closely mirrors national averages.

Delaware's library landscape also mirrors the United States as a whole. The public libraries in the State range from state-of-the-art regional-sized facilities to small outlet-sized facilities in buildings that were originally constructed as homes, churches, banks, and civic clubs. Library governance ranges from a private corporation chartered to provide public library service (the Wilmington Institute) and small independent libraries to municipal and county operated libraries.

In short, Delaware faces many of the same challenges that confront libraries across the United States, except on a smaller scale. In a multitude of ways, Delaware is the perfect test-bed for innovation. It is composed of only three counties and has a population of approximately 850,000 people. It is the second smallest state in land mass with only 1,954 square miles of territory.

The challenges faced by Delaware's libraries are real and reaching toward the lofty vision expressed on the first page of this document will not be easy. However, the Delaware Division of Libraries believes that its new plan has great potential for making significant progress. Furthermore, DDL believes that it can be a model for other states. DDL is committed to helping Delaware libraries meet the library and information needs of all Delawareans.

GOALS

Delaware's statewide plan includes overarching goals. They are:

- Support literacy, lifelong learning, and the joy of reading
- Ensure equal access to information and ideas
- Ensure a high return on the public's investment in libraries

Everything else in the plan is designed to further these overarching goals. All three of the overarching goals fit well with one or more of the six purposes outlined in the Library Services and Technology Act. For example, "Supporting literacy, lifelong learning, and the joy of reading" is clearly in close alignment with the LSTA purpose of "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."

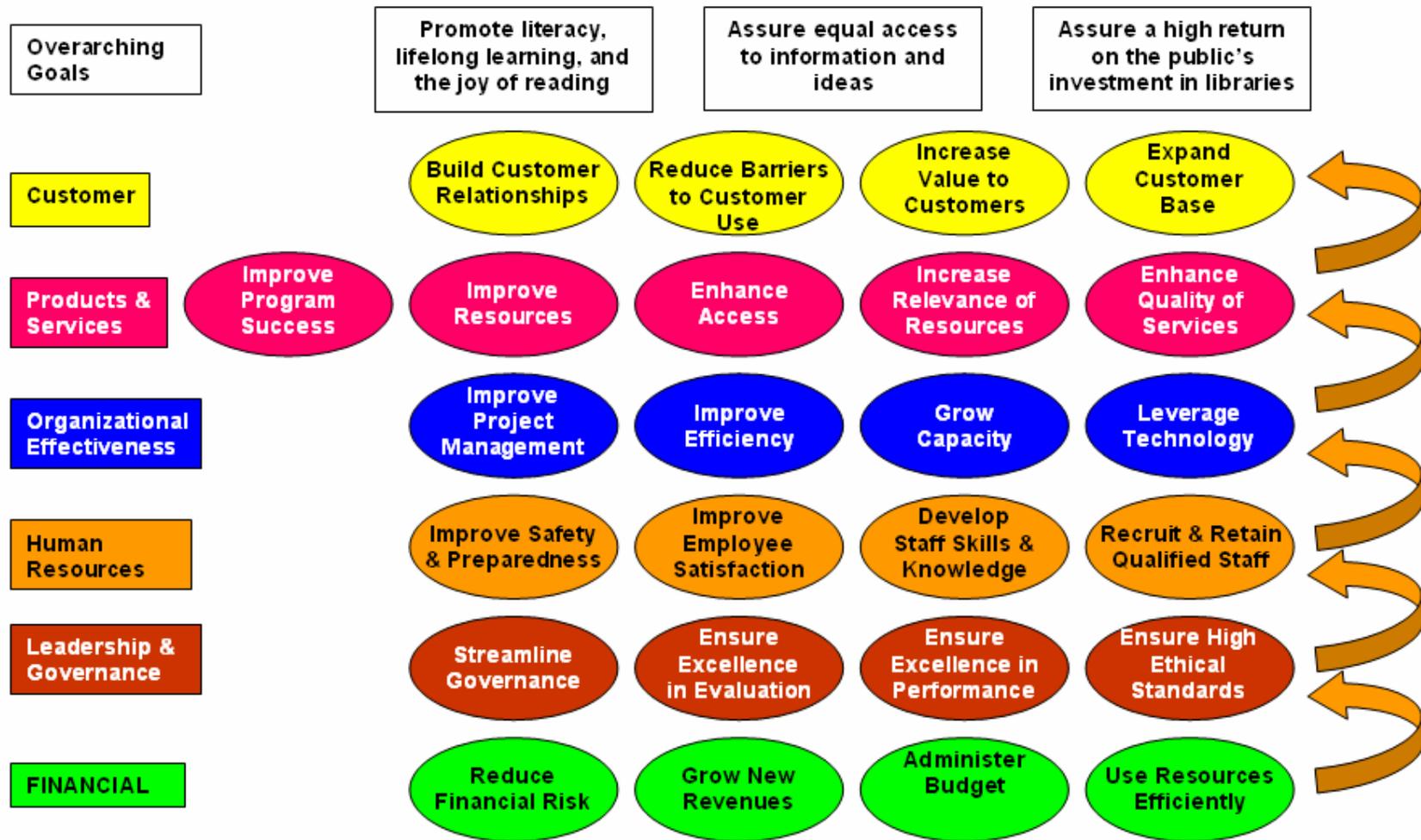
Likewise, "Ensuring equal access to information and ideas" fits well with "Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills," and with "Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget."

The "strategy map" on the next page provides the overall framework of the statewide plan within which the LSTA plan fits. As previously stated, the Delaware Division of Libraries has structured its plan in a balanced scorecard framework. Balanced scorecard planning is built on the idea that organizations are multi-dimensional: that organizational success requires that attention be given to multiple components or "perspectives" of an organization. A traditional strategy map for a commercial enterprise would display the financial perspective

on the top indicating that profit is the ultimate measure of success. In the non-profit world, the customer is often placed at the pinnacle indicating that organizational success is achieved by providing the customer with a service or product that is valued.

However, an organization that concentrates only on the customer and forgets the human resources perspective will soon discover that customer service suffers when staff is ill prepared to meet customer needs. In the same way “enhanced access” in the products and services perspective may depend on leveraging new technology (in the organizational effectiveness perspective). In other words, success at the human resources level fuels organizational effectiveness; success in organizational effectiveness facilitates better products and services and better products and services help an organization serve its customers.

The Delaware Division of Libraries has identified goals that it will address using LSTA funds. Following is an outline of the goals, the identified needs that are addressed by the goals and the LSTA purposes that are served by the goals. Desired outcomes are also listed for each goal. Specific programs (activities) that are anticipated along with estimated timelines and measures are included in the “Program/Initiatives” section that follows. Measures will be refined as the balanced scorecard is implemented and as the trends and impacts are discovered.



Delaware Division of Libraries Strategy Map

GOAL # 1

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

Needs addressed by Goal # 1

- Many Delawareans lack basic literacy, workplace literacy, or information literacy skills.
- Many Delawareans are unaware that libraries have resources that are relevant to them.
- Programming (especially adult and teen programming) in Delaware's public libraries is largely uncoordinated and is often unrelated to other library resources.
- Many Delawareans are served by libraries with collections that are inadequate.

LSTA Purposes served by Goal # 1

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

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

Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line as defined by the Office of Management and Budget

Desired Outcomes:

Improved quality of library resources on a statewide basis
(measured by a collection use index that includes collection turnover rate and average age of collection)

Participation of targeted audiences in specific literacy and personal development (lifelong learning) programs offered by libraries
(measured by a program success index that includes number of first-time participants, total number of participants, exit survey results, and subsequent behavior [use of other library resources])

Greater market penetration in summer reading program attendance
(measured by a program success index that includes number of first-time participants, total number of participants, exit survey results, and subsequent behavior [use of other library resources])

Greater awareness of specific library products and/or services
(measured by question on an annual telephone survey)

Increased use of libraries by residents of targeted areas with high percentages of unserved/underserved populations
(measured by pre and post program mapping of usage patterns using geographic information system software)

Improved staff skills and knowledge on a statewide basis
(measured by a human resources index that includes educational background, years of service, and amount of training provided)

PROGRAMS/INITIATIVES Goal #1

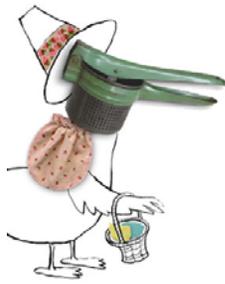
Collection Development

Library resources are seen as central to the improvement of library and information services in Delaware. The statewide comprehensive plan calls for improvement in both the quantity and quality of library collections in Delaware libraries. A collection analysis will be conducted by Baker & Taylor in 2007 that will provide a baseline for improving the size, recency, and relevance of collections. A study currently underway will identify specific steps and initiatives that will be used to improve access to collections both through building the collections themselves and by adopting innovative approaches to sharing resources (such as floating collections). Implementation of the initiatives that are identified will likely take place in 2008 – 2009. Evaluation will be based on comparisons to the baseline data and on the assessment of end users collected through questions asked on a statewide survey conducted by the University of Delaware's Center for Applied Demography & Survey Research (CADSR).

Programming

Quality programming for people of all ages is another aspect of library service that is being examined in detail. The study referred to above that is looking at improving the quality of collections and identifying innovative methods of extending access to high quality resources also includes a programming component. Specifically, the study is attempting to develop models that create a closer link between programming and resources. Delaware will develop programs and a toolkit including reading journals and reading maps for patrons to assist them in developing their lifelong learning paths.

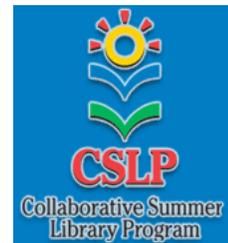
What's the Big Idea? and Mother Goose Programs



Delaware is a pilot participant in the “What’s the Big Idea?” science and math program developed by the Vermont Center for the Book and funded in part through the National Science Foundation. This program is exemplary in many ways and also lends itself to outcome-based evaluation. It is anticipated that the Delaware Division for Libraries will continue involvement in this program (and others in the Mother Goose Program series). It is anticipated that some LSTA funds will be expended in this area in each of the five years covered by the 2008 – 2012 LSTA Plan. Evaluation for each specific program will be different; however, efforts will be made to adopt an outcome based model in regard to each of the initiatives undertaken.

Summer Library Reading Program

Delaware has also been involved along with many other states in the Collaborative Summer Library Program and was one of the pilot states to test outcome based evaluation measures for summer library reading programs for IMLS in 2006. This experience will be helpful in establishing an ongoing outcome based evaluation approach to summer reading in the future. Summer reading programs are, of course, an important ongoing effort in Delaware. LSTA funds will be used to support efforts to help individual libraries incorporate best-practices and outcome-based elements in their local programs. Some Summer Library Reading Program support will be provided in each of the five years covered by the 2008 – 2012 LSTA Plan.



Teen and Adult Programming

LSTA support to promote new models of programming for teens and adults is also anticipated. As was noted above, a study is currently underway to identify exemplary models for programming that align programs more closely with library resources. DDL has developed a “program success index” that it intends to use to assess the impact of the enhanced programming that will be offered. It is likely that some LSTA funding will be expended both in training library staff in using enhanced programming planning and implementation techniques and to support specific exemplary programs that can be replicated throughout the State.

Center for the Book/Delaware Book Festival

While Delaware's Center for the Book is in its infancy, it has already accomplished one major goal: the successful completion of the first ever Delaware Book Festival!



LSTA funding played an important role in getting the Center for the Book established and in making the first Book Festival possible. Continued LSTA support for both the Center and for the Book Festival are anticipated.

While support under the current LSTA Plan has been very basic, it is anticipated that support under the 2008 – 2012 Plan will be more targeted. Experience with the first Book Festival demonstrates that events such as these can be a powerful tool for forging new partnerships between and among libraries and between libraries and other types of organizations ranging from non-profit literacy and arts organizations to commercial enterprises such as bookstores.



Continuing Education/Leadership Training

LSTA funding enhances the ability of the Delaware Division of Libraries to equip the State's library workforce to meet the challenges of offering library and information services in the 21st Century. Two words capture Delaware's approach to staff development. They are collaboration and innovation.



Delaware has been active with several other Mid-Atlantic states in efforts related to training frontline staff (Library Associates Training Institute - LATI) and in developing a new generation of library leaders (regional leadership training with Maryland, New Jersey, and Pennsylvania).

The State has also taken advantage of opportunities to offer both hands-on technology training through its Technology Education Center and online training through WebJunction, LE@D, and other providers.



Where minds meet.™

It is anticipated that LSTA funds will be used to support similar collaborative activities in the years covered under the 2008 – 2012 LSTA Plan. A major effort will be made to integrate the staff development aspects included in the plan with other initiatives that will be pursued. For example, LSTA dollars will likely be used to support training related to the aforementioned efforts to improve collections and collection management techniques as well as teaching the skills

necessary to plan and implement effective programming. Professional Development grants are used to encourage participation by local library staff in professional conferences in order to develop and provide the latest trends in resources and programming to the public in their libraries. The training necessary to implement new components to the Delaware Catalog is also anticipated. It is expected that LSTA funds will be used to support activities in each of the five years covered by this Plan.

GOAL # 2

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

Needs Addressed by Goal # 2

- Some Delawareans are unable to access traditional library services due to a handicapping condition, geographic isolation, or lack of English language skills.
- Residents of some areas of Delaware lack convenient access to in-depth library resources and collections.
- Many Delawareans are served by public libraries that are badly understaffed and, in some instances, by library staff members who lack adequate training.
- Many Delawareans are served by libraries with collections that are inadequate.
- Many library users in Delaware believe that the holdings of all libraries in the State should be reflected in a single online catalog with full functionality (reserves, downloadable content, etc.).
- While some exemplary collaborative efforts between and among different types of libraries have taken place, much remains to be done.

LSTA Purposes Served by Goal # 2

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

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

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

Desired Outcomes:

Increased accessibility of library services on a statewide basis (measured by a user access index that includes open hours, square feet per capita, volumes per capita, and number of public access PCs per capita)

Increased participation in the Delaware Library Catalog (shared integrated library system)

(measured by the number of libraries participating, the service population of the participating libraries, and the number of school, academic, and special libraries participating)

Increased use of virtual and electronic services
(measured by specific statistics related to resource and/or service)

Increased number and enhanced quality of partnerships
(measured by a strategic partnership index that includes number and duration of partnerships and degree of impact of partnerships on specific objectives in the statewide plan)

Improved access to resources through shared and/or “floating” collections
(measured by materials usage)

Enhanced access to library resources through the reduction of delivery “cycle time” (measured by decreased average delivery cycle time)

Enhanced access to historic resources through digitization
(measured by number of items digitized and frequency of electronic access)

Increased access to materials in alternative formats by Library for the Blind and Physically Handicapped (LBPH) patrons
(measured by alternative materials usage by individuals registered as LBPH users)

Increased content on library websites
(measured by increased hits and duration of virtual visits on library websites)

Increased number and enhanced quality of partnerships
(measured by a strategic partnership index that includes number and duration of partnerships and degree of impact of partnerships on specific objectives in the statewide plan)

Participation of targeted audiences in specific literacy and personal development (lifelong learning) programs offered by libraries
(measured by a program success index that includes number of first-time participants, total number of participants, exit survey results, and subsequent behavior [use of other library resources])

Increased participation in the Delaware Library Catalog – a shared integrated library system
(measured by the number of libraries participating, the service population of the participating libraries, and the number of school, academic, and special libraries participating)

PROGRAMS / INITIATIVES GOAL # 2

Greater Integration of Resources/Delaware Library Catalog

The Delaware Library Catalog (and the Delaware Library Card) is seen as the platform on which technological advances in delivering services and the integration of resources can be accomplished. While State of Delaware funds have been and are being used to initiate the catalog, and while local funds will be used to provide ongoing support, LSTA funds have been and will be vital in planning services and in supporting specific innovative aspects of content delivery. All of the public libraries in two of Delaware's three counties are now participating in the catalog along with several academic institutions and state agencies. Efforts are underway to bring libraries in the third county into the catalog and to provide a mechanism through which additional libraries (particularly school libraries) can participate.



It is anticipated that LSTA funds will be expended in four areas related to the Delaware Library Catalog initiative in the course of the 2008 – 2012 Plan. They are:

- Planning for the addition of innovative technologies
- Introduction of new formats/content delivery mechanisms
- Planning and implementation of enhancements that increase productivity (RFID, self-check, etc.)
- Efforts to increase public awareness of relevant resources and services

Some LSTA funds will be expended in these areas in each of the five years covered by this Plan.

Services to People with Disabling Conditions

Library services to persons with disabilities are in transition. The announcement of a timeline for a transition to a new digital format by the National Library Service for the Blind and Physically Handicapped signals a new era of service that is likely to change the way all states manage efforts to reach people with disabilities.

The Delaware Division for Libraries is about to begin the process of developing a plan that will incorporate a new model of service to this important target population. While the outcome of the study is unknown at this point, it is certain that LSTA dollars will be used to support activities aimed at making the transition to the new model. At the same time, it is expected that ongoing support will be provided to continue traditional services to some current users.

A significant effort will be made to build a strong outcome-based evaluation component into the new service model that is developed and implemented, in part, using LSTA funds.

Outreach Efforts Reach Targeted Audiences

During the implementation of the 2003 – 2007 Plan, LSTA funds were expended on a market segmentation study conducted by the Institute for Learning Innovation. This study, conducted at the Dover Public Library yielded information that will be used to help the State's libraries identify and serve certain segments of the population. In some cases, these targeted audiences will be identified on the basis of the purpose for which they use libraries. In other instances market segments may relate to language (e.g., services to Spanish speaking individuals).

It is anticipated that outreach efforts funded through LSTA will be closely aligned with other initiatives in the Plan such as collection development and programming efforts. One of the reasons that Delaware adopted the balanced scorecard model was to enable it to achieve a high degree of strategic alignment. Staff development efforts (at the Human Resources level) will be designed to support improved efficiency at the Organizational Effectiveness level. Improved process will in turn support improved services. The end result of outreach efforts will be the provision of relevant, highly valued services to underserved populations. A concerted effort will be made to maximize the impact of LSTA dollars by achieving a high degree of integration between and among various aspects of the plan.

Partnerships With Statewide and Community Organizations

Delaware will continue to network with state and community organizations to develop strategic partnerships that address the needs of Delawareans. The partnerships to date have developed exhibits, programs, collection development, and resource information on particular topics of importance to the partners, their members, and the public. The partnerships include and have resulted in increased library card registrations and library use. Examples of partnerships are the public promotion of Financial Literacy with State Treasurer, Jack Markell, and energy awareness and energy efficient light bulb distribution with the Department of Natural Resources and Energy Control (DNREC). Libraries were honored for the project with DNREC which received the Governor's Team Excellence Award for its effective impact on the public. Our partnership model is continuously developing and strengthening through our experiences with each partner.

EVALUATION PLAN

Delaware Quality Initiative

Much of the progress that Delaware has managed to make in the past few years has been due to its commitment to organizational effectiveness. While much of this effort has been supported with State funds, LSTA has enabled DDL to garner expert advice from management and library consultants and to share what it has learned and what it is learning with the entire library community.

Relatively simple programs such as “If All the Delaware Library Community Read the Same Book...” has had a significant impact on the library community. In many ways, the Delaware Library Quality Learning Journey is gaining new travelers as it moves down the road. DDL has concentrated on transforming the Delaware Division of Libraries into a highly effective organization. Gradually, the tools and tenets of quality improvement have been shared with the broader library community and there are clear evidences that many of the State’s libraries are beginning to adopt some of the same methods in an effort to impact services at the local level.

LSTA funds have been, and will continue to be, particularly helpful in making sure that actions are preceded by careful planning. It is anticipated that LSTA funds will continue to support planning throughout the 2008 – 2012 LSTA planning cycle.

The Delaware Division of Libraries has been actively working to develop new, more effective measures that can be applied to monitor and assess progress toward the goals and objectives outlined in the plan. While some of the measures are simple statistical measures, a number of measures under development are indices that combine multiple factors to evaluate progress.

For example, the enhanced access objective will be measured by applying a “user access index” composed of four, equally weighted factors. The factors are:

- Hours of operation
- Sq. Ft. per capita
- Volumes per capita
- Number of public access PCs per capita

These factors will be monitored on at least a quarterly basis and the results will be displayed using the Insight Vision software licensed for this purpose. Many of the measures that will be used to evaluate progress will be imported directly into the software from the State’s SirsiDynix integrated library system. Other measures will require data entry from sources such as monthly, quarterly, or annual reports from libraries.

Another example that includes different types of factors is the measure that will be applied to monitor the strength of customer relationships. Factors included in the “customer relationship index” are:

- Frequency of use (gathered from the SirsiDynix ILS)
- Breadth of use (scale of number of different types of items or uses associated with users)
- Customer satisfaction score (gathered through a survey question that will be included in an annual survey)

In this instance, frequency of use will be given the greatest weight (50%). Breadth of use will account for 30% of the “score” and the survey results will make up the remaining 20%. It should be noted that the initial set of measures that will be applied are very likely to change as DDL gains more experience using them. The measures and the weighting of the measures are the result of the two-day meeting that included key DDL staff, evaluation expert Mark Graham Brown, Bob Molyneux of SirsiDynix, Bill Barberg of Insightformation, and Ethel Himmel and Bill Wilson of Himmel & Wilson, Library Consultants.

DDL is committed to seeking high quality measures that truly reflect progress. While determining good surrogate measures for some outcomes will remain a challenge, DDL believes that organizing and quantifying its system of measurement and evaluation will result in greatly improved accountability and responsiveness.

STAKEHOLDER INVOLVEMENT

Because the Delaware library community is relatively small, the Delaware Division of Libraries is able to share information with public library directors, public library staff members, and library trustees through semi-annual Library Town Meetings. These sessions are attended by representatives of a majority of Delaware’s public libraries. In fact, the first draft of this plan was presented at the December 13, 2006 Library Town Meeting.

Approximately 65 people representing a majority of the public libraries in the State were in attendance at the Town meeting as was Laurie Brooks of the Institute of Museum and Library Services. Representatives of academic and special libraries were also in attendance. Participation by the library community included active involvement in response to a draft of the plan presented by Bill Wilson of Himmel & Wilson, Library Consultants. Group participation in a “boardwalk” exercise yielded more than ten pages of notes covering every component of the plan.

The Delaware Council on Libraries (COL) serves as the LSTA Advisory Committee. The COL is composed of both library professionals and lay members. The COL reviewed several drafts of the plan and provided their input. COL members were in attendance at the Library Town Meeting.



One outstanding development is the fact that this plan includes broader presentation from other types of libraries than any of Delaware's previous LSTA plans. In recent years, the Delaware Division of Libraries staff has had an increased amount of contact with librarians and library staff from school, special, and academic libraries and the attendees at the Library Town Meeting and the membership of the Council on Libraries reflect this expanded base.

Examples of growing multitype library involvement include attendance at continuing education sessions such as the "Evidence Based Outcomes" workshop hosted by DDL in May of 2006 (82 school librarians attended) and discussions with academic, school and special librarians regarding participation in the Delaware Library Catalog. Occasions such as these have provided DDL with increased opportunities to involve a wider array of stakeholders in the development of its 2008 – 2012 LSTA Plan.

As was noted in the "Needs Assessment" section of this document, the 2008 – 2012 LSTA Plan relies heavily on information collected directly from the public in identifying library and information needs. Furthermore, the "Evaluation" section of the Plan outlines several specific instances where public input will be sought through surveys.

COMMUNICATION AND PUBLIC AVAILABILITY

As has been Delaware Division of Libraries' practice in the past, the 2008 – 2012 LSTA Plan will be posted on the state agency's web site after it has been approved by the Council On Libraries and by the Institute of Museum and Library Services. Print on paper copies of the plan will be distributed to each library and will also be made available at selected events with other stakeholders.

DDL will enlist the support of partner organizations such as the Delaware Library Association and the Friends of Delaware Libraries to ensure that the LSTA Plan receives broad distribution. Furthermore, specific programs supported in part or in total with LSTA funds will be promoted with targeted audiences and all publications and reports receiving LSTA support will note this fact in a prominent location.

The Delaware Council on Libraries will review progress in meeting the Plan's goals on an annual basis and will be involved in approving any substantive changes to the plan. If changes are recommended by COL, they will be submitted to IMLS using the plan amendment mechanism established for this purpose. Upon notification from IMLS that amendments to the Plan have been accepted, the updated version of the plan will be distributed in a fashion similar to that described above.

MONITORING

The implementation of the new balanced scorecard software will provide DDL with a new straightforward way to monitor and report progress on an ongoing basis. Following is a sample screen showing the type of report that can be prepared for the Council on Libraries or for other stakeholders. Eventually, libraries in the State will be afforded online access to view statewide balanced scorecard reports and to monitor and update local plans based on the statewide model.

This “cascading” of the plan will enable Delaware’s libraries to have a better understanding of how both the statewide comprehensive plan and the 2008 – 2012 LSTA Plan relate to their libraries and to the services provided in their communities. A process is being developed to conduct site visits at the county level and at each public library.

Following is a sample screen from the InsightVision™ Software that DDL will use to monitor progress. The software provides a graphic representation of specific measures related to plan objectives and provides a simple visual tool to identify areas that require attention (red), areas in which good progress is being made (green) and areas that have not changed significantly (yellow). The accompanying arrows show whether a measure is increasing or decreasing. The arrows are color coded to represent whether an increase in a measure is good or bad.

InsightVision Software

Key Performance Indicators	Prior Period	Current Value	Change	Target Value	Most Recent Period
Customer					
DDL: Expand Customer Base					
Increase Number of Library Card Holders	525,739	525,739	⇌ 0	801,348	FY 2005
Registered borrowers as a percent of service population	64.03%	64.03%	⇌ 3	65.00%	Q4 FY2005
Number of new customers attending library programs	N/A	N/A		N/A	N/A
Number of LBPH users with public library cards	N/A	N/A		N/A	N/A
DDL: Retain Existing Customers					
Loans per active patron	10.7	10.7	⇌ 3	13.0	Q4 FY2005
Programs per capita	N/A	N/A		N/A	N/A
DDL: Increase Value to Customers					
Reference Transactions Per Capita	0.65	0.57	↘ 1	0.85	FY 2003
Internal Processes					
DDL: Optimize Facilities					
DDL: Improve Resources					
Audio Material per 1000 population	N/A	N/A		N/A	N/A
Current Serial Subscriptions per 1000 population	N/A	N/A		N/A	N/A
Books & Serial Volumes per capita	1.9	2.0	↗ 1	2.7	FY 2003
Video materials per 1000 population	116	116	⇌ 3	0	Q4 FY2005
DDL: Enhance Access					
Circulation Per Capita	6.17	6.11	↘ 1	6.75	FY 2003
ILLs Received per 1000 population	243.38	210.69	↘ 1	200.00	FY 2003
Number of Public-Use Internet computers per 5000 population	N/A	N/A		N/A	N/A
Learning & Growth					
DDL: Recruit & Retain Qualified Staff					
Total Staff Expenditure per capita	\$12.09	\$13.52	↗ 1	\$15.00	FY 2003
Paid FTE staff per 25,000 population	7.96	7.68	↘ 1	10.00	FY 2003

Delaware Division of Libraries staff members with program responsibilities will be able to review the progress of their initiatives and will be able to “drill down” into the reports to determine the cause of changes in a particular measure. Eventually the individual libraries will be authorized to access the system as well.

The availability of this powerful tool should result in a more active monitoring of the statewide plan and of the aspects of the plan that are supported with LSTA funds. Because a conscious effort has been made to include both leading and lagging indicators, decision makers will gain new insights into what is working and what is having little or no effect. This will enable DDL to take corrective actions or to revisit strategies to seek more effective ways of achieving the goals and objectives included in the Plan.

The software is also a powerful tool for organizing and documenting elements of the plan. Users of the system will be able to see “what’s behind” a particular objective or measure. The following sample screen shows an example of the type of detail that underlies segments of the plan.

InsightVision Measure Information Sheet:

The screenshot shows two browser windows. The left window displays the InsightVision Scoreboard with a '1 New Statewide' scorecard and a list of key performance indicators under the 'Customer Perspective' category. The right window shows the 'MEASURE INFORMATION SHEET: Customer Relationship Index' with the following table:

Short Name	Owner	Data Owner
Customer Relationship Index	Annie Norman	Debbie Wilson
Description:	This index combines 3 factors: 1) The frequency of use of patrons, 2) The breadth of services that they use, 3) Their satisfaction with the Library System. Each of these are rated on a 5-point scale.	
Data Source(s):	Calculated from 3 index components.	
Unit of Measure:	Value, 2 decimals (on a scale of 1 to 5)	Update Frequency: Monthly, based on a rolling 12 months
Calculation:	Weighted Average for the 3 index components: Frequency Rating = 50% Breadth Rating = 30% Satisfaction Rating = 20% This is calculated separately at the state and library levels. The library averages do not roll up to the state level.	
Update Process:	This value will be automatically calculated when each of the three index components have been updated.	
Approval Process:	Automatically approved if the 3 index components are approved.	
Rationale:	We want a single measure that shows our progress in developing our customer relationships. Improvement in customer relationships help us accomplish our mission and achieve our vision.	

The Delaware Division of Libraries believes that it has found a tool that will help it turn one of the weaknesses that it identified in its implementation of the 2003 – 2007 LSTA five-year plan (evaluation) in to one of its strengths!

ASSURANCES

The following pages provide the assurances required by IMLS. They include:

- Program Assurances for 2008 Grant Award (includes Internet Safety Assurance)
- Certifications Regarding Debarment, Suspension and Other Responsibility Matters: Drug-Free Workplace Requirements; Lobbying; Federal Debt Status; and Nondiscrimination
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official