**An Independent Evaluation of the
Maine State Library's Implementation of the
Library Services & Technology Act
Five-Year State Plan
2003-2007**

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INSTITUTE *of* Museum and Library SERVICES

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I. Introductory Statement and Summary of Impact of IMLS Funds to Support State Library Services

The Library Services and Technology Act ((LSTA) (20 U.S.C. 9141) specifies that a State Library Administrative Agency shall expend funds for one or more of the following:

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;
2. developing library services that provide all users access to information through local, state, regional, national, and international electronic networks;
3. providing electronic and other linkages among and between all types of libraries;
4. developing public and private partnerships with other agencies and community-based organizations;
5. targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills; and,
6. 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 and revised annually in accordance with section 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902 (2))) applicable to a family of the size involved.

The six goals in the Maine State Library's (MSL) Five-Year Plan 2003-2007 support the LSTA priorities as outlined in Table 1.

LSTA Purpose	Maine State Library Goal
**Table 1: LSTA Priorities supported by Maine State Library Five-Year Plan 2003-2007**
3, 6	*GOAL 1: Improve services, increase access, and improve efficiency for Outreach Services users (Talking Book, Large Print, and Books-by-Mail.)*
6	*GOAL 2: Encourage all Maine children to read and provide equal support to blind, visually or physically impaired, and rural youth.*
5	*GOAL 3: Launch and sustain a comprehensive public information campaign and develop resources that will spread awareness and increase use of Outreach Services and assistive technologies in libraries throughout the state.*

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Table 1: (Continued) LSTA Priorities supported by Maine State Library Five-Year Plan 2003-2007	
LSTA Purpose	**Maine State Library Goal**
1, 2, 3	**GOAL 4: Ensure that all Maine residents have convenient and timely access to all Maine libraries and information services through "live" integrated library software, interlibrary cooperation, and resource sharing arrangements.**
3	**GOAL 5: Improve efficiency and cost effectiveness of resource sharing among Maine libraries.**
1, 2	**GOAL 6: Expand easily accessible electronic information sources to all Maine residents.**

Maine is a largely rural state with a population density of approximately 43 residents per square mile[1]; less than any other eastern state and approximately one-half of the national average. Many of Maine's 1.3 million residents are distributed among small communities that are served by 273 autonomous public libraries, many of which have very limited resources. Almost two-thirds of the public libraries in the State are association libraries. The remaining libraries are municipal libraries. A substantial percentage of the population (approximately 15%) remains unserved by a local library. Because of these realities, the Maine State Library has continued to provide a variety of library services on a statewide basis from a central location. The State Plan reflects this centralized approach.

The Maine State Library is committed to achieving an unparalleled quality of information service and access to resources for all citizens of Maine by building strong, cooperative partnerships among all types of libraries in the State. The State Library endeavors to meet the administrative, developmental, and technical assistance needs of Maine libraries, in addition to providing direct service to the approximately 200,000 residents who live in towns without local libraries.

The first three goals in Maine's Five-Year LSTA Plan for 2003 – 2007 are focused on improving awareness of and access to library services for the Maine citizens without local public libraries and for individuals with disabilities regardless of where they live in the State. The three remaining goals speak to the expansion of resource sharing among libraries in the State through the improvement of the information technology infrastructure, the initiation of van delivery service, and the provision of planning, coordination, technical assistance, and training. Table 2 summarizes progress toward the six goals set by the Maine State Library for 2003 - 2007.

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[1] U.S. Census Bureau. 2005 Estimate

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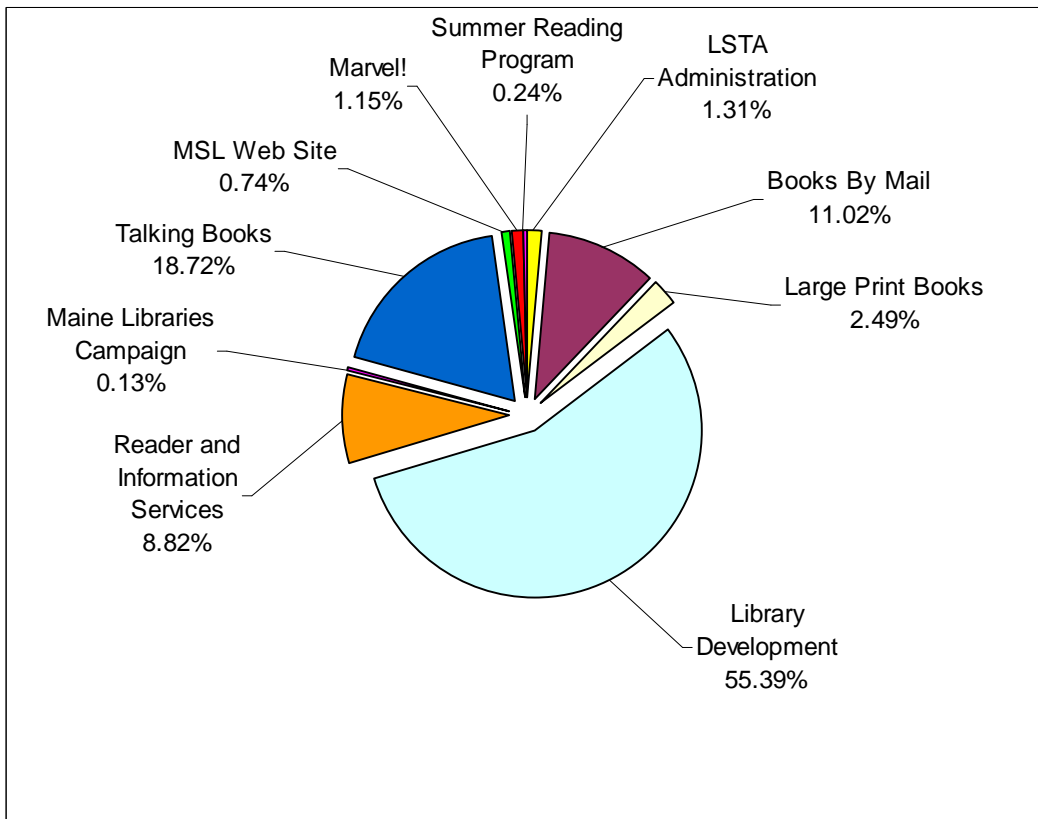| Table 2: Summary of Progress toward Goals and Objectives, 2002-03 to 2004-05	No Progress	Progressing	Met Goal	Surpassed Goal
GOAL 1: *Improve services, increase access, and improve efficiency for Outreach Service users (Books By Mail, Talking Books, and Large Print Books).*				
Activity 1.1. Mount or link OPACS and automate all cataloging, circulation, interlibrary loan, and reporting functions to improve access and efficiency/timeliness of operations.			X	
Activity 1.2. Develop the Outreach Services web site into one that is universally designed, with parallel pages for graphics-oriented and visually-impaired patrons who are differently-abled, including helpful links and resources.			X	
Activity 1.3. Develop online request features, either through existing features of integrated library software or through interactive forms.			X	
Activity 1.4. Create virtual book and other interactive online group discussions and programs with chat, bulletin board, or similar software.		X		
Activity 1.5. Provide e-mail links for users to contact appropriate staff for information, routing, reference referral, and readers' advisory.			X	
Activity 1.6. Mount or link online public access catalogs for all programs.			X	
GOAL 2: *Encourage all Maine children to read and provide equal support to blind, visually or physically impaired, and rural youth.*				
Activity 2.1. Participate in the Cooperative Summer Library Program (12-state consortium) by purchasing a manual and core sets of materials for all Maine public libraries.			X	
Activity 2.2. Network with library associations, educators, and children's librarians throughout the state to develop shared incentives, kickoff events, and ideas for local initiatives.			X	
GOAL 3: *Launch and sustain a comprehensive public information campaign and develop resources that will spread awareness and increase use of Outreach Services and assistive technologies in libraries throughout the state.*				
Activity 3.1. Identify and implement relevant training opportunities in assistive technology and library services for diverse populations for Outreach Services staff and librarians throughout the state.		X		
Activity 3.2. Develop a clearinghouse of resources, provide site licenses for screen reading software, and create a lending library of assistive devices in Outreach Services.		X		
Activity 3.3. Develop and promote a pilot program prototype to organize volunteer efforts to bring large print books to assisted living centers throughout the state.		X		
Activity 3.4. Form relationships with local service clubs and create a Friends of Outreach Services to provide supplemental support for the programs (e.g., fund raisers for the purchase of descriptive videos) and to improve public relations.		X		

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	No Progress	Progressing	Met Goal	Surpassed Goal
GOAL 4: Ensure that all Maine residents have convenient and timely access to all Maine libraries and information services through Maine Info Net, which provides live integrated library software, interlibrary cooperation, and resource sharing arrangements.				
Activity 4.1. Provide support for an increased number of Maine libraries to participate in MINERVA, providing patrons with up-to-date Internet access to holdings and patron information and ensuring efficient interlibrary loan transactions.		X		
GOAL 5: Improve efficiency and cost-effectiveness of resource sharing among Maine libraries.				
Activity 5.1. Identify the most cost-effective, efficient statewide delivery system.			X	
Activity 5.2. Implement a statewide delivery system based on the report of the delivery system committee, monitoring and adjusting as needed.			X	
Activity 5.3. Collect and disseminate data to the legislature and other interested parties about efficiency, improvements, and cost savings for local libraries.		X		
GOAL 6: Expand easily accessible electronic information sources to all Maine residents.				
Activity 6.1. Expand and deliver access to electronic resources.			X	
Activity 6.2. Pay costs for libraries to acquire or share computer systems and telecommunications technologies, encouraging libraries in different areas to establish consortia and share resources.		X		
Activity 6.3. Generate statewide publicity to educate the literacy community and citizens and enable them to utilize these [electronic information] resources.			X	

Because LSTA funds are distributed largely on the basis of population, the amount of LSTA funding allotted to the State of Maine is relatively small in comparison to other states. Maine's fiscal year (FY) 2006 allotment of $1,181,762 places it 40th among the states. Graph 1 on the next page shows the history of LSTA allotments to Maine since FY 2003. Amounts of LSTA funding available have been $925,456, $1,063,783, $1,123,275, and $1,181,762 for FY 2003, 2004, 2005, and 2006 respectively.

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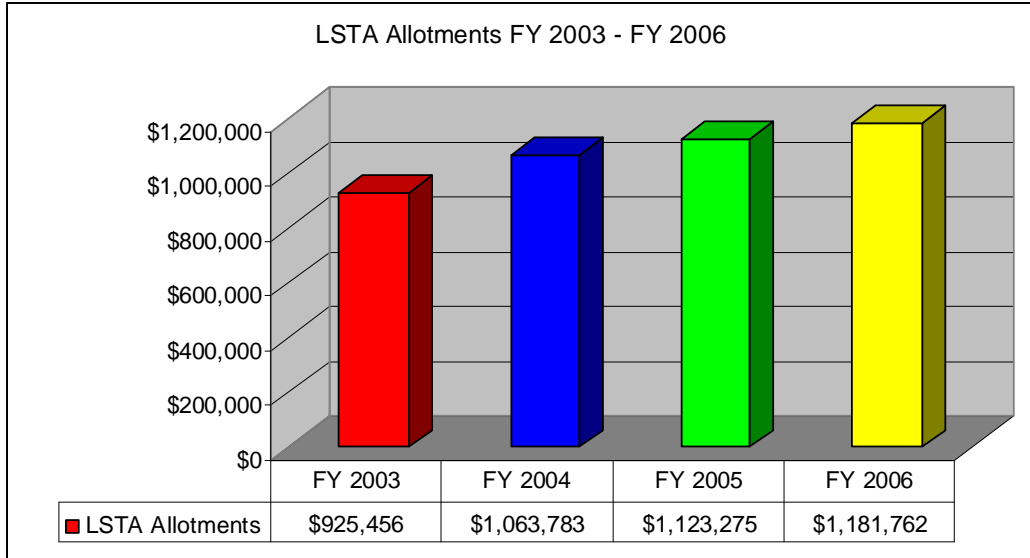
Graph 1 – LSTA Allotments FY 2003 – FY 2006

Graph 2 shows LSTA funds were distributed among various programs for fiscal years 2003, 2004 and 2005.

Graph 2 – LSTA Expenditures by Program – FY 2003 – FY 2005

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As was noted earlier, demographic and library governance realities in Maine demand a centralized approach to service delivery. This naturally leads to a situation in which LSTA dollars are used to support centralized services flowing from the Maine State Library. In fact, almost all LSTA funds are allocated "internally," that, is, within the state library administrative agency. However, the thrust of nearly all of the programs supported with LSTA is outward. Furthermore, MSL does a marvelous job of using a mixture of funding sources for almost everything it does. The cash match for virtually every program undertaken in the three year period documented in this evaluation exceeds the LSTA funding allocated to it. In other words, while LSTA is a significant component in many things that MSL does, state library agency programs are not solely dependent on LSTA funding.

Funding through the Library Services and Technology Act enables the Maine State Library to extend the reach of its services to thousands of Maine residents who would otherwise lack basic public library services. At the same time, LSTA funds are used in concert with State revenues and funds from a variety of other sources ranging from individuals to municipal governments to greatly enhance the quality of library and information services that are available to residents of communities that are directly served by local public libraries. Finally, LSTA funding provides the glue that fosters multitype library cooperation in the State.

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II. Overall Report of Results in Achieving Goals and Objectives Based on the Five-Year Plan

GOAL 1: *Improve services, increase access, and improve efficiency for Outreach Services users (Talking Book, Large Print, and Books By Mail.)*

Activity 1.1: Develop comprehensive web access.

Strategy 1.1.1: Mount or link Online Public Access Catalogs (OPACs) and automate all cataloging, circulation, interlibrary loan, and reporting functions.

Activities

In 2004-05, the State Library developed an OPAC for talking books, large print books, and descriptive videos.

The Books By Mail collection was added to MINERVA, Maine's online catalog and interlibrary loan system. See also Goal 4 below.

Desired Outcome

Users will be better consumers of Outreach services; healthier, more active in their communities; be able to read, and develop rich cultural lives.

Indicators of Success

In the 2005 Books By Mail survey, 99.6% of respondents agreed with the statement "Using Books By Mail improves the quality of my life." Over ninety percent (90.4%) agreed with the statement "With Books By Mail, I feel that I am part of a statewide community."

Strategy 1.1.2: Develop the Outreach Services web site into one that is universally designed, with parallel pages for graphics-oriented and visually-impaired patrons, including helpful links to information on services to disabled populations.

Activities

The Maine State Library website was completely redesigned during FY 2003.

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In 2004-05, the State Library reported that the web site was "one of the most important means by which the Maine State Library communicates with the public and libraries statewide."

During this year, the State Library established a web team that met regularly to review site architecture, set policy, improve usability and accessibility, and plan for future projects. The team customized Maine State Government templates and developed a new logo in order to improve recognition and branding of the Library. More than 900 web pages were moved to the common web page template. Online surveys, forms, and resources in multiple formats (RTF, PDF, HTML) offered improved usability. Dynamic accessible content included press releases, an online calendar of events, a reference resource of the month, and a statewide list of performers. Adoption of mini-content management software allowed content managers to add their own content; tighter code structure helped maintain accessibility across the site.

Desired Outcome

Collections and services will be accessible to individuals, institutions and libraries via the Internet by 2005.

Indicators of Success

The State Library's website is 100% compliant with Maine government standards for accessibility for persons with disabilities as measured with AccMonitor, the software used by the State to measure compliance. The MSL webmaster was recognized by the State with a Maine Excellence Recognition in Information technology (MERIT) award for "her work in improving accessibility for disabled citizens and employees."

Strategy 1.1.3: Develop online request features, either through existing features of integrated library software or through interactive forms.

Activities

After registering, users may place online requests for Books By Mail through MINERVA. The online catalog also lists recorded cassettes, large print books, and descriptive videos available from the Maine Library for the Blind and Physically Handicapped. Braille will be added in the future. Registered users may search the catalog by author, title, word in title, subject, or even the "narrator."

Desired Outcome

Users will be better able to use the resources available to them.

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A message to MSL from a staff member at another New England state's LBPH program asked whether it was "OK to borrow some ideas from the MSL Outreach website" because some of their talking book patrons were using Maine's website because it was so easy to use. The librarian from the other state indicated that they planned to implement an online order form such as the one that is included on Maine's site.

Strategy 1.1.4: Create virtual book and other interactive online group discussions and programs with chat, bulletin board, or similar software.

Activities

Maine State Library Outreach Services is a member of Online Programming for All Libraries (OPAL). This is an accessible online room providing virtual library programming such as book discussions and other informational sessions.

Several state-sponsored bulletin boards were set up with links to them on the MSL web site for several years. These never caught on. Maine State Library staff agree that the software was "clunky" and not especially user-friendly. MSL is now exploring the use of blogs as a communication mechanism.

Desired Outcome

Otherwise isolated individuals will feel part of a virtual online community that will enrich lives and provide intellectual stimulation.

Indicators of Success

There has been progress and efforts are ongoing. As was noted above, several state-supported bulletin boards were established on various topics and links were provided from the web site; however, despite MSL attempts to encourage people to participate and to stimulate discussion, these never "caught on" or became active.

In order to accomplish what they originally set out to do, MSLO joined OPAL, Online Programming for All Libraries, which is an accessible online room providing virtual library programming such as book discussions and other informational sessions. The MSLO web site provides patrons with links to this service and the Coordinator has presented programs to encourage use. Efforts are also underway to establish blogs that may be used for these purposes.

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In a 2006 survey of Books By Mail users, 90.4% of respondents reported: "With Books By Mail, I feel that I am part of a statewide community."

Strategy 1.1.5: Provide e-mail links for users to contact appropriate staff for information, routing, reference, referral, and readers advisory.

Activities

The MSL Outreach website includes many hotlinks that allow users to ask questions and to interact with a variety of staff members who provide program information as well as readers' advisory services. The Books By Mail program's web presence includes a specific link just for readers' advisory service.

Desired Outcome

Outreach services users will feel that there are people at MSL who care about their needs.

Indicators of Success

One Books By Mail user forward a note that read "I would like to thank you for the wonderful service you offer… it's nice to know that when we want a book it is as close as the nearest computer!"

The evaluators were very impressed by the amount of correspondence (both e-mail and "snail-mail") and other direct communication that MSL staff members have with its user. The comments reveal that there are many residents of the State who have never been to the MSL building in Augusta who nevertheless know that they "have a friend" at the Maine State Library!

Strategy 1.1.6: Mount or link OPACs for all programs.

Activities

The State Library participates in URSUS, an online catalog linking their collection with those of the University of Maine System, Bangor Public Library, Maine State Archives, Maine State Law and Legislative Reference Library, and providing automated circulation and interlibrary loan capabilities. Patrons received bar-coded library cards, which allowed them to reserve, renew, and review items checked out from their home computers.

See also 1.1.1. above.

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Desired Outcome

Catalog large print, descriptive video and Books By Mail into integrated library software available via the web.

Indicators of Success

Survey responses and anecdotal information shows that users have found access to materials has been enhanced both through the inclusion of resources in the catalog and the easy interface to resources that is provided through the Outreach Services web pages.

GOAL 2: Encourage all Maine children to read and provide equal support to blind, visually or physically impaired, and rural youth.

Activity 2.1: Establish a statewide summer reading program which will integrate blind, visually and physically impaired, geographically isolated, rural, and all other Maine children into one summer reading community.

Strategy 2.1.1: Coordinator of Outreach Services will assume responsibility for this program, in collaboration with participating libraries, organizations, agencies, and families.

Strategy 2.1.2: Participate in the Collaborative Summer Library Program (CSLP) by purchasing a manual and core sets of materials for all Maine public libraries.

Strategy 2.1.3: Network with library associations, educators, and children's librarians throughout Maine to develop shared incentives, kickoff events, and ideas for local initiatives.

Desired Outcomes and Indicators of Success The Outreach Services area was selected by the Maine State Library as the focus for the evaluation of the application of outcome-based evaluation methods. See details about the Summer Reading Program and other outreach services in section IV: Progress in Showing Results of Library Initiatives or Services – Outcome-Based Evaluation.

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GOAL 3: **Launch and sustain a comprehensive public information campaign and develop resources that will spread awareness and increase use of Outreach Services and assistive technologies in libraries throughout the state.**

Activity 3.1: Identify and implement relevant training opportunities for Outreach Services staff in assistive technology and library services for diverse populations; develop and extend the opportunities to librarians throughout the state.

Strategy 3.1.1. Do presentations in various parts of the state on Talking Books, Large Print, and Books-by-Mail programs, seeking partnerships, and the development of innovative programming partnerships in order to improve knowledge of the services available to blind, via assistive technology.

Desired Outcome

More eligible persons will be well informed and served by the available programs.

Indicators of Success

There has been some progress in efforts to train Outreach staff and libarians throughout the state. The Coordinator and librarians network with colleagues online via various listservs. The Coordinator also attends relevant sessions and meetings at the annual American Library Association conferences. The majority of Outreach staff attended programs at the May 2006 National Library Service conference in Portland, Maine. The Coordinator and the Large Print Librarian have attended the four-day orientation session at the National Library Service offices in Washington, DC. The Coordinator and Large Print Librarian have also attended meetings of the Consortium of User Libraries (CUL) which involve a significant learning component. The Coordinator has attended the annual trainings of the State Rehabilitation Council of the Division for the Blind and Visually Impaired (SRC-DBVI) as well as registering for a course in exceptionality in the classroom due to many questions from parents of children with visual and learning disabilities. In an effort to provide training to librarians througout the state, MSL Outreach participated as requested in day-long training sessions of the on the ADA and assistive technology in the districts. MSL Outreach also presented programs on assistive technology workstations and library services to people with disabilities at the annual Maine Libraries Conference.

Outreach staff have exhibited and presented, and done public awareness wherever possible. These activities include statewide airing of NLS-sponsored public service announcements, distribution of NLS and locally-produced

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brochures and bookmarks, displays and collaboration with other Maine State Library activities, public libraries, and other organizations, including visits to four assisted living centers, exhibits at three library meetings/conferences, six visits to citizen groups and two visits to schools. Talking Books Plus participation has remained relatively static; however, Books By Mail registration grew from 3,525 active users in March 2004 to 5,203 in December 2006. Approximately 50 – 60 new individuals sign up for Books By Mail each week.

Activity 3.2: Develop a clearinghouse of assistive technology resources.

Strategy 3.2.1. Identify components for a model library assistive workstation, identify recipient libraries, install the workstations, and organize public information events around the technology.

Activities

Public libraries with service populations of 6,000 or more received and installed screen reader technology.

Desired Outcome

Outreach Services users will have access to screen reading software and a lending library of assistive devices.

Indicators of Success

The Outreach/Special Services Coordinator networks with colleagues online via listservs and at American Library Association meetings. She also provides information on assistive technology via Maine library-related listservs. Conversations and research into this area have not yet resulted in specific action or dedication of funds. Nevertheless, this will remain an active goal.

Strategy 3.2.2. Participate in statewide public relations initiative based on The Campaign for America's Libraries.

Activities

During the 2002 fiscal year, a Library Awareness Campaign Committee developed a logo, strategy, and web site (Mainelibraries.com) to promote libraries. The site includes a database where residents can search for libraries, by type of library, type of programming, or geographic region. Libraries can change their own information at any time. The campaign was introduced to Maine librarians at fall 2002 regional meetings. The State Library formed a partnership with Children's Theater of Maine to include the web site for Mainelibraries.com in advertising for its production of *Stella Luna*. The first

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campaign press release was mailed to all Maine media outlets in December 2002. In February 2003, online newspaper Mainetoday.com donated $10,000 of advertising for one year. Free graphic design services were offered to libraries to incorporate the campaign into their public relations materials. Campaign banners and bookmarks were distributed to libraries and at statewide events. In April 2003, Governor Baldacci highlighted the campaign in a press conference at the State Library. The May 2003 issue of the *Maine Townsman*, published for municipal officials, featured articles about Maine libraries.

During the 2003 fiscal year, Governor and Mrs. Baldacci spoke at a press conference proclaiming Maine Libraries Week in January 2004. Campaign public service announcements were broadcast over Maine radio stations. Posters featured Maine citizens whose lives were changed because of their local libraries. Maine Revenue Services promoted libraries in its state income tax booklet. Between March and September 2004, the three MRLS set up a publicity committee with representation on the statewide Library Awareness Campaign Committee. Maine newspapers published guest columns about libraries. The Committee developed a public relations packet and posted it on the campaign web site.

Desired Outcome

Improved public awareness of library services to the blind, visually impaired, physically disabled, and geographically isolated.

Indicators of Success

5,158 residents who cannot access library services due to geographic isolation or disability have been able to request materials and resources from the Maine State Library Books By Mail program. Participation in the program has doubled in four years.

Libraries of all types are involved in the campaign, not just public libraries. In 2003, 75 libraries contributed to the Mainelibraries.com web site; 70 web sites link to Mainelibraries.com.

Between February and September 2004, the site received 10,000 hits.

Sales of items promoting the Maine Libraries Campaign included 250 bumper stickers, 100 mugs, and 3,000 bookmarks.

More than 40 libraries requested free graphic design services offered by a campaign public relations firm.

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In the 2003 LSTA report, the Maine State Library staff wrote: "Maine city and town officials were reminded of the role of libraries and introduced to current issues and services… Public awareness of Maine library resources was increased… The campaign is making libraries more visible in the state, and it is making libraries feel good about themselves and their critical roles."

The Maine State Library believes the Mainelibraries.com site is unique. "For the first time in Maine history, a combination of grant money, LSTA, and state support has made possible a thoughtful, professional statewide public awareness campaign for libraries. Governor Baldacci is supporting the campaign and is one of the poster people for "how a library changed my life."

In interviews and focus groups, librarians noticed increased awareness and also recognized the need to continue trying to reach people in small towns:

> *"There has been a major push to reach people who have disabilities through programs such as Talking Books. There's been a good bit of publicity. Those services are becoming more widely known. The project "Libraries are for Everyone" through the different regional libraries has brought information about libraries to the public. They've done a lot of PR about things libraries offer in addition to books."*

> *"The hardest part of all of this is PR and making everyone aware. There are such tiny towns. It's hard to get everyone to know what's available and then be a part of it."*

> *"I really love 'Value of Public Libraries.' The calculator is a fantastic tool."*

Activity 3.3: Develop and promote a volunteer pilot program to bring large print books to assisted living centers throughout the state.

Efforts to develop a single pilot program prototype for providing homebound service in Maine resulted in the identification of several successful model programs already in existence. Based on a survey and study of existing homebound programs in Maine, a number of already-existing models were identified and a training module about strategies to implement them were presented at the Maine Libraries Conference in 2004. The training resulted in an online tutorial that is available to libraries at: http://www.maine.gov/msl/outreach/homebound/index.htm

Also as a result of the study it was decided that the most effective way to support existing efforts to serve homebound people in Maine was to open up Books By Mail to people whose disabilities cause them to be homebound.

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Strategy 3.3.1. Organize volunteers to provide staffing for programs such as recording state and regional publications for Talking Book distribution.

Desired Outcome and Indicators of Success   See IV: Progress in Showing Results of Library Initiatives or Services – Outcome-Based Evaluation

Activity 3.4: Create partnerships with an existing service group (e.g., Rotary Club) and or create an auxiliary Friends of Library Access/Outreach Services group.

Strategy 3.4.1. Form relationships with local service clubs and create a Friends of Outreach Services.

Activities

In 2004-05, the State Library reported that a Friends of Maine Library Access was forming.

Desired Outcome

Supplemental support for the Outreach Services programs.

Indicators of Success

In spite of good efforts, forming a Friends group for all Outreach programs has not proven feasible. Separate advisory groups for Talking Books Plus and Books By Mail are in the process of being developed.

GOAL 4:   Ensure that all Maine residents have convenient and timely access to all Maine libraries and information services through "live" integrated library software, interlibrary cooperation, and resource sharing arrangements.

Activity 4.1. Provide support for an increased number of Maine libraries to participate in MINERVA providing patrons with up-to-date Internet access to holdings and patron information and ensuring efficient interlibrary loan transactions.

Strategy 4.1.1. Prepare to expand MINERVA with a second server and software. Further enlarge this automated circulation catalog and interlibrary loan system.

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Activities

Maine Info Net is the State Library's collective name for its shared catalog and database activities, called **MaineCat**. The statewide catalog combines and links library collections across Maine.   A single search scans more than 3 million unique titles and nearly 8 million items. As of mid-2006, 114 libraries, among them all the largest academic and public libraries, were participating. Efforts to add smaller libraries are ongoing, with a goal of eventually reaching 300 libraries of all types. A built-in requesting and transaction management system allows patrons of libraries using a qualifying online system to make online interlibrary loan requests. Library staff members are able to make requests on behalf of their users, as well.

Programs that make up MaineCat include:

- **MINERVA**, a statewide, integrated library system started by the Maine Info Net Project is maintained and funded cooperatively by 40 + participating libraries in association with the Maine State Library. Small libraries have full functionality for between $2,000 and $3,000 per year, according to State Library staff. Although no LSTA funds were allocated directly to Minerva, State Library staff were involved in planning and publicizing the system.

- **SOLAR**. Libraries not using another compatible library automation system (like MINERVA or URSUS) participate in online requesting and lending through the Maine Info Net Statewide Catalog by contributing records to the SOLAR. This makes their collections visible to other libraries and patrons.

- **URSUS**. The URSUS online catalog linked the collection of the Maine State Library, University of Maine System, Bangor Public Library, Maine State Archives, and Maine State Law and Legislative Reference Library and provided automated circulation and interlibrary loan capabilities.

These linkages allow for the patron with one search to go to all the libraries in the state. Furthermore, the evaluators found that the speed of searches on MaineCat is excellent!

Two other components of Maine Info Net are described in other parts of this report. They are:

- **MARVEL** online databases

- **Van Delivery**

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These elements of the MaineCat program are dealt with elsewhere in this report.

<u>*Desired Outcome*</u>

Expanded access to library resources, expanded sharing of materials and a more efficient, cost effective delivery system.

<u>*NOTE:*</u> The outcome listed above is a broad one and applies to many of the activities/objectives in the plan. Many of the comments and observations reported under 4.1.1. support the conclusion that other strategies have been successfully implemented.

<u>*Indicators of Success*</u>

Table 3: Maine Cat Activity	*2004*	*2005*	*2006*
Interlibrary loan - Loans among MINERVA libraries	30,000	130,000	200,000+
Interlibrary loan- Borrowing Requests among MINERVA libraries	90-95% requests fulfilled	Records are retained for only two months	
MINERVA participating libraries	30	45	55
SOLAR participating libraries	15	20	25
URSUS participating libraries	11	11	11
Maine School and Library Network (MSLN) members—federal e-rate years	250	259	227
Maine Cat participating libraries	80+	58	114

Two hundred forty-one public libraries are included in the e-rate application for 2007.

In the online survey of librarians, Maine Info Net rated 4.36 and Minerva rated 4.2 out of 5. Respondents agreed that:

- Interlibrary loan works well in Maine (4.35)
- Great strides have been made in resource sharing (4.24)

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They rated Maine Info Net third and Minerva fourth in importance to their libraries, behind MARVEL and Maine School Library Network. They rated it Minerva fifth in priority for the next five-year LSTA Plan.

Librarians agreed that the libraries in the state were well connected and that the State Library has taken a leadership role in this area.

> *"The development of the individual consortia such as MINERVA… has been good. When you think about network in Maine, it's incredible, multitype and on the same platform. Now in the last six months we've gotten a lot more direction and structure with the creation of the Maine Info Net Board and hiring an Executive Director."*

> *"We're doing very well… in particular because of the formation of the Maine Info Net partnership. This is a big step forward as it seeks to expand the digital library throughout Maine. While not exclusively electronic, that is the focus. The multitype cooperation is outstanding and a real step forward."*

> *"We've made major headway in… access to a number of catalogs with links to major public and college libraries. That's been of great help in linking people to information regardless of where they live."*

> *"Resource sharing has improved because of the work that has been done in improving interlibrary loan services."*

> *"We are a net lender but we are seeing that our patrons are borrowing more and more from other libraries as that gets easier to do."*

> *"We participate in MINERVA. The doctors love it. It's incredibly useful. We're open to the public as well."*

> *"A lot of us were leery about open requesting. We've realized the benefits. Satisfaction of users has never been higher."*

> *"We can access any book in the state. We can't borrow directly on computer, but we can request from the library."*

Some worried that the pace of MINERVA's growth was straining resources:

> *"…there was too fast a push to add libraries rather than consolidate gains. In five years, the system has grown to 60*

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libraries. Every time a library is added, the database is compromised."

"We want into MINERVA but are discouraged because there seems not to be enough people to manage the system. Adding libraries has ground to a halt."

"The system is running on dated technology. It's more friendly to IT whizzes. I want this for my patrons and I'm worried about my staff being able to handle it."

"The perception is that there has never been adequate training or user tools."

For some, the cost of MINERVA was still seen as being too high:

"We can't afford MINERVA. I have a volunteer for tech support."

"Libraries that can afford to be on MINERVA have access to more. We go on URSUS to find out where things are, but ILL is costly in staff time and postage."

One focus group recommended that the interlibrary loan structure, including Area Resource Centers, be reexamined:

"The technology has changed, and yet the system developed during the 70s and 80s remains unchanged. Technology is grafted on top of an obsolete structure."

Strategy 4.1.2. Publicize library automation and interlibrary loan services statewide to make residents aware of their options to search the OPAC, place ILL requests, and renew materials online.

Activities

A number of local libraries actively publicize online requesting and lending services. Fifty thousand InfoNet brochures have been printed to mail to each Maine library (public, special, academic and school) with information about MaineCat, MINERVA, SOLAR and URSUS. The MARVEL! Program and WiFi availability are also promoted in these brochures. A news release for statewide dissemination is being prepared that highlights InfoNet activity during 2006.

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Desired Outcome

Expanded access to library resources, expanded sharing of materials and a more efficient, cost effective delivery system.

Indicators of Success

Comments and observations reported under 4.1.1. also support the conclusion that strategy 4.1.2. has been successfully implemented.

Strategy 4.1.3. Provide staff and resources for more training, communication, promotion, and data processing for the holdings database and MINERVA.

Activities

The new InfoNet Director began work on May 1, 2006. The Board's first meeting was on August 9, 2006. A Board planning meeting facilitated by Arnold Hirshon of NELINET was held at the University of Southern Maine on September 18, 2006. A strategic plan with goals and activities/objectives resulted from this meeting. The Board has completed its bylaws, elected officers, and set up a committee structure. Additional information can be found at: http://www.maine.gov/infonet/

Desired Outcome

Expanded access to resources, expanded sharing of materials and a more efficient, cost effective delivery system.

Indicators of Success

2003 report: "hundreds of library staff can serve their governing authorities and the informational and recreational needs of their patrons more effectively and efficiently with increased knowledge of topics listed above. Post-training evaluations show changes in knowledge and skill and intent to change attitudes and behavior.

2004 report: "Many of the librarians who attended consultant-facilitated workshops or meetings voiced a need to collaborate more with other school and public libraries and to communicate better with their local communities."

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Additional Information

Maine's regional library districts also contribute significantly to the ability of local libraries and library staff to access resources and to serve the public. Following is some information regarding the importance of the training and consultation assistance provided by the regional library districts:

The table below (Table 4) summarizes the activities of Maine Regional Library Districts:

Table 4: Regional Library District Activities	*2003-04*	*2004-03*	*2005-06*
Consultations: CMLD	177	175	193
NMLD	238	303	445
SMLD	205	260	144
Visits: CMLD	40	18	11
NMLD	33	41	31
SMLD	78	58	61
Professional collection circulation: CMLD	93	75	103
NMLD	164	219	248
SMLD	159	134	126
Workshops offered: CMLD	19	19	14
NMLD	29	27	21
SMLD	44	37	42
Individual workshop participants: CMLD	552	242	201
NMLD	422	286	264
SMLD	639	557	781

Indicators of Success

Maine Regional Library Districts rated 4.26 out of 5.0 on the online survey of library staff. The State Library reported "consistent praise" for the resources, expertise, and education that the three MRLS consultants brought to Maine libraries.

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District consultants rated 4.15 and Library Development Office consultants 3.91 out of 5.0 on the online survey. Their comments were mostly positive:

> *"The consultant in the State Library for schools is extremely important in developing facilities and policies."*

> *"Regional consultants work well. Librarians get to know them and are comfortable with them."*

> *"As a relative newcomer, I was surprised to see the organization and impact of the state consultants. Sometimes almost too much CE is offered."*

> *"The state's electronic linkages are fabulous… there is room for improvement. The district consultants' roles have a lot of potential towards that improvement. Focus of library consultants could be more on interlibrary linkages. They could each have a specialty that's not limited to their district, for example, youth services, and serve as a role model for the entire state. Another whose passion is electronic resources. Another whose specialty is fund raising."*

> *"Consultants are knowledgeable in their own territory and beyond."*

> *"Consultant staff is excellent. In the past we've used consultant help for facility planning and evaluation."*

> *"Without our district consultants, I wouldn't know how to deal with political issues. I wouldn't know about professional development opportunities that are affordable. Professional development indirectly benefits our patrons because we're better librarians. The consultant also brings opportunities closer to us… Without the consultants, I'm not sure we would have contact with other libraries or be aware of the strength of other libraries and share resources in that way."*

> *"They are our lifeline with political issues and other challenges. Without being able to pick up the phone, we'd be dealing with tough patron and community issues all by ourselves."*

> *"Although it was a pain in the neck to do the WebJunction thing [Tech Atlas], it was helpful."*

Focus group members appreciated help with technology planning:

> *"TechAtlas is encouraging to see through WebJunction."*

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Some felt that there was variation in the quality of consulting:

> *"Consulting is an uneven service. There are some consultants who do an above-excellent job; others are weak."*

Others noted that the consultant staff was too small:

> *"The State has a small core staff of dedicated people. The core won't be able to sustain indefinitely. Maine is such a big state… Perhaps the state could use four or five additional people. When something goes wrong now, there is an upheaval in scheduling— when, for example, a van driver leaves."*

> *"They are very dedicated, but we're concerned about the workload for the small staff."*

Comments on workshop evaluation forms provide anecdotal evidence of increased knowledge and changed behavior. MSL has actively sought to connect staff development activities with outcomes by urging CE participants to indicate what they will do as a result of participating in the workshop/event. Examples of responses included:

> *"I will update/enter information on Mainelibraries.com website."*

> *"I will start county-wide publicity for public awareness campaign."*

> *"I will look at my library and assess areas to increase accessibility and inform trustee of major concerns."*

> *"I will look into assistive reading technology."*

> *"I came away with very good ideas for after-school programming."*

> *"I will provide an Internet class for patrons."*

In the online survey, librarians were slightly positive toward videoconferencing (3.19 out of 5.0). They were neutral on the statement "CE opportunities available to me/my staff are adequate," rating it 3.02, where 5 was strongly agree and 1 was strongly disagree.

In the focus groups, some participants felt that continuing education was minimal and could be improved, especially in the northern part of the state:

> *"What CE? We don't have a lot."*

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"Consultants do as fine a job as they can with the resources they have. There's room for more CE spread around the state."

"Good stuff but I can't always get there."

"There are many things I'd like to attend in Southern Maine Library District—reader's advisory, cluster meetings… In the Northern Maine Library District, we don't have that. There are fall and spring meetings. If you miss that meeting, there isn't something to pick up."

"I'd like to see more meetings with our district consultant. We used to have one every other month. We should be talking about TABOR. What should we do?"

Others questioned the role of the State Library, Maine Library Association, and others in CE and requested planning and leadership from the State Library:

"CE is very lacking and the Maine State Library needs to take a stronger initiative to reinstate."

"CE is slapdash. No long-range plan."

"We need statewide focus."

For the next five years, they agreed that more work was needed on continuing education. They suggested that CE focus on:

- Addressing the change from print to electronic format
- Helping the public access electronic resources—Maine Info Cat and MARVEL
- A more formal way to educate support staff and people who don't have professional education
- Develop a new generation of leaders
- Models for local and regional partnering: *"I'm not sure I would know how to begin developing business partnerships."*

They suggested a different model might be needed, perhaps videoconferencing:

"There's got to be a way we don't need to be there. Is there some technology to help us?"

"Offer online classes. They haven't offered any."

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Among the eight options offered on the web survey of library staff, District Reference and Resource Center Libraries received the lowest rating (3.65) in terms of meeting needs of libraries and residents. In another survey question, respondents agreed, albeit rather weakly (3.47 out of 5.0), that collections were up to date.

One interviewee commented:

> *"Need more money to update a professional collection."*

Others discussed the structure of interlibrary loan and questioned whether the Area Reference & Resource Centers were still supportable given the technology now in use:

> *"There is no purpose now in large collections. Let a book find its audience. The need for duplicate titles is dropping."*

> *"At Norwood, we relied heavily on the Reference and Referral Center. When we became part of MINERVA that changed."*

Strategy 4.1.4. Provide "new innovations and annual update" session as part of the annual Maine Libraries Conference, which involves in excess of 500 Maine library professionals.

Activities

Although not specifically labeled "new innovations and annual update," programs that qualify under this strategy are held at each annual Maine Libraries Conference and often at the Council meetings required twice a year in each district.

Examples from the 2004 Maine Libraries Conference:
- Join Solar: Enter the Maine InfoNet Orbit
- Laptops and Librarians: Staying Connected
- Electronic Journal Management
- Maine InfoNet: Five Years In
- Maine Memory Network
- Web Usability
- Computer Assessibility and Assistive Technology
- Selling Books on E-Bay
- Walk-In Wireless at Your Library: How to do IT
- Beyond the Net
- Managing Change in Turbulent Times

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Examples from the 2006 Maine Libraries Conference:
- The "New" Maine InfoNet
- Google Takes Over the World
- How to Use TechAtlas for Technology Planning
- TechAtlas Troubleshooting: Questions and Answers
- Maine Memory Network

SMLD Fall Council Meeting October 2006:
- Gaming and Its Effect on Learners
- WebJunction and Open Source
- MARVEL! What's New
- Podcasting Basics
- Wikkis, Blogs, and MySpace
- New Gadgets, Devices and Technologies for Libraries
- RSS, Blogs and Podcasting Basics

Desired Outcome

To share information about new technologies and services and to learn from Maine librarians.

Indicators of Success

See 4.1.4.

Strategy 4.1.5. Develop and begin implementation of a plan for the smallest libraries in the Books-by-Mail service areas to become a part of the automated full management system.

Activities

InfoNet is actively preparing for the introduction of SOLAR Express, probably in April 2007. Express will be a "trial-size" version of SOLAR, the MaineCat entry-point to MaineCat request and lending for libraries that do not use an INN-Reach-compatible online system. Unlike full SOLAR, SOLAR Express only allows requesting from the three Area Reference and Resource Centers. However, it does not require that a library loan their holdings and make them available for lending either.

SOLAR Express can be deployed with limited central staff and relatively little effort on the part of very small libraries. The hope is that it will bring large numbers of libraries "in the door" of InfoNet services while bypassing potential choke points on the staffing/training side. Once local staff and users have had

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experience with the simple SOLAR Express software, State Library staff expect they will want to gain access to the benefits of full SOLAR participation.

Libraries in very small towns, most of which, nevertheless, have an Internet connection adequate to use SOLAR Express, are the prime target of the SOLAR Express effort.

Note, however, that full participation in online lending and borrowing through MaineCat is not the same as participation in a "full library management system," e.g., Minerva. Minerva runs on a software platform and with an architecture that requires local staff resources – time and cataloging expertise mainly – that are frequently unavailable in the smallest libraries. If anything, Minerva is trending away from a service suitable for the smallest libraries, rather than toward that objective.

Desired Outcome

Expanded access to resources and expanded sharing of materials.

Indicators of Success

Efforts are underway to encourage participation in SOLAR Express.

Strategy 4.1.6. Continue to develop statewide access to databases, with the goal of providing a seamless interface for searching all OPACs and databases simultaneously.

For Activities, Outputs, and Outcomes, see Section III of the report on the MARVEL program.

Strategy 4.1.7. Develop criteria, examine collections for unique materials, and establish a digitization project which will provide online access to materials.

Activities

The following language is from "An Act to Provide Essential Library Resources to All Maine Communities." This draft legislation is now before Maine's 123rd legislature.

> Digital Preservation: Digitally preserve unique, historically significant state and local documents, images, and media for statewide access ($100,000).

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Funding will digitize many of the state's unique and valuable documents, maps, photographs, and rare books. Digitization will provide online access to all and will ensure permanency.

In addition, the Maine State Library is collaborating with the Maine Historical Society on an IMLS grant that would allow 18 public libraries to obtain equipment and training to digitize significant local history information.

Desired Outcome

Expanded access to resources, expanded sharing of unique materials.

Indicators of Success

The success of this initiative is dependent on the passage of the legislation referenced above and on the receipt of grant funding.

Goal 5: *Improve efficiency and cost effectiveness of resource sharing among Maine libraries.*

Activity 5.1. Identify the most cost-effective, efficient statewide delivery system.

Strategy 5.1.1. Establish a committee to develop the most efficient, effective statewide delivery system possible for Maine, including determining routes and frequency of delivery per site.

Activities

Dean Corner, Director of Reader and Information Services, served as the conduit between public libraries, the Director of Maine InfoNet and the Maine State Library Budget Director in designing an RFP to meet the delivery needs of public libraries as indicated in the survey carried out by his predecessor. Much of his correspondence with and feedback from libraries was carried out over MELIBS, our State of Maine library listserv. The following legislative request is from "An Act to Provide Essential Library Resources to All Maine Communities," now before the 123rd legislature: "Delivery System: Support community-to-community van delivery of library books and other research materials among libraries agreeing to share resources ($300,000). This legislation will support the interlibrary loan van delivery system."

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Development of an RFP and the completion of an RFP process leading to the establishment of a successful delivery system. Ultimate outcome is expanded sharing of materials.

Indicators of Success

A survey was done in 2005 to assess public library delivery system needs. An new RFP for delivery services RFP was issued in 2006. The resulting contract included the following significant changes: Sites are charged for pick ups and not for deliveries. Sites are charged by the number of days per week that they receive delivery service and not by the number of bags of materials delivered.

Activity 5.2. Implement a statewide delivery system based on the report of the Delivery System committee, monitoring and adjusting as needed.

Activities

The Maine State Library instituted a statewide van delivery system connecting 114 public and academic libraries. The State Library's consulting staff participated in design and implementation of the service. Delivery costs are paid by participating library, which are able to choose the number of deliveries per week and pay an average of $11.50 per delivery.

Desired Outcome

Improved faster access to materials statewide for all citizens.

Indicators of Success

In the online survey, librarians ranked affordable van delivery as the top priority, rating it 4.45 on a scale of 5.0.

Affordable van delivery rated fourth in priority for the next five-year LSTA Plan, behind MARVEL, professional development, and technology support.

Libraries that participate in the delivery service are positive:

> *"I am thrilled to be able to provide our patrons with the materials we can in a timely fashion, thanks to cooperation amongst the libraries in the state of Maine! Van delivery service makes this possible."*

> *"We support a very robust physical delivery system."*

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> *"The van saves time and money for us… Van delivery should be sustained and more resources go toward keeping it affordable."*

> *"Van delivery is crucial for making MINERVA work… Our patrons tell me they aren't limited by our collection. They can easily and quickly get what they want."*

Survey comments indicate that the current cost, for some small libraries, is still too high and that not being on the route also limits their access to potential lenders:

> *"The van service, even on a once-a-week basis, is out of our reach, and some libraries are not lending to groups not on the delivery service."*

> *"For us van delivery is more expensive because we don't do a lot of interlibrary loan. We mail. We discourage interlibrary loan by imposing a fee. There were people abusing the system."*

> *"There would be more equity of access if the state funded delivery."*

Objective 5.3. Collect and disseminate data to the legislature and other interested parties about efficiency improvements and cost savings for local libraries.

Activities

The MARVEL! Database licensing program has clearly generated cost efficiencies. Statewide licensing is much more affordable than each library licensing electronic resources locally. MSL can also point to cost efficiencies derived from resource sharing (ILL) among Maine libraries. The web site has been a cost savings as people now can get directions and basic information without having to call the State Library. Having information on the web has saved staff time and mailings. (e.g., MSL provides information to libraries via listservs – MEINFO-L is a one way only listserv used only by State Library Administrators – a via posting information on our web site. The Maine State Library' web site includes a "Library Use Value Calculator" that demonstrates cost savings to individual State residents.

Regional Library Systems assist local libraries in their efforts to provide high-quality, cost effective services. The various components of the Maine Info Net

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program are also designed to maximize the benefits to users for every dollar invested in library services.

Desired Outcome

Continued financial support for resource sharing activities including the interlibrary loan delivery system.

Indicators of Success

The online survey and focus group comments suggest that local librarians are depending on leadership in partnering from the State Library. On the survey, they disagreed (2.86 out of 5.0) that "The best way to form partnerships is at the local (not the state) level." Focus group comments confirm this viewpoint, while also showing willingness to contribute local resources:

> *"I believe that the state should be in the business of providing the networks and systems to make connectivity and resource sharing possible (both funds and staff), but the local institutions should be left to develop their own cooperative agreements to share their resources and provide for the quality and scope of their collections, databases, and training using cooperative funding, staffing, and budgeting."*

> *"It would help to have a consortium at the state level that could help find a way to work as a group. Or perhaps somebody at the state could develop a system for smaller libraries."*

> *"There is a great deal of interest in having a statewide library borrowing system."*

> *"Continue working on the electronic network and linkages that bring all libraries together to serve as many people as possible."*

> *"The multitype cooperation is outstanding and a real step forward."*

> *"We're especially good at linking all types of libraries and developing electronic networks. We could do a little more work on public and private relationships."*

> *"Regionalization is becoming a priority in Maine. Libraries need to demonstrate that we are very efficient."*

Interviewees and focus group participants also valued state-level partnerships with the New Century Program and the Maine Humanities Council.

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In the next few years, they would like to develop an equitable funding formula that would allow creation of a statewide library card.

They need help in partnering at the local and regional levels:

> *"Partnerships are at the top of my list. We need modeling. If we were partnering more smoothly, it could alleviate some problems."*

> *"Need to encourage partnerships regionally."*

GOAL 6: *Expand easily accessible electronic information sources to all Maine residents.*

Activity 6.1. Expand and deliver access to electronic resources.

Strategy 6.1.1. Contract with electronic database vendors (based on survey results) to obtain library and remote access to priority databases.

The MARVEL! database initiative was selected by the Maine State Library as the topic for its more in-depth evaluation. Information on this program can be found in Section III: Results of In-Depth Evaluation.

Strategy 6.1.2. Collaborate in providing funding and acquiring needed databases with the University of Maine System (UMS), Technical College System, Public Utilities Commission, and Department of Education.

The Technical College System relies on and shows a great interest in the selection of MARVEL! databases, however, they no longer contribute any funding to the project. The institutions/agencies are still involved.

Strategy 6.1.3. Cooperate with UMS to provide the Digital Library of Maine consisting of licensed databases and digitized local information resources.

See Section III: Results of In-Depth Evaluation for details about the MARVEL! program.

Activity 6.2. Pay costs for libraries to acquire or share computer systems and telecommunications technologies, encouraging libraries in different areas to establish consortia and share resources.

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Maine School and Library Network. The Maine State Library is an administrative partner with the Maine Department of Education and the Maine School and Library Network (MSLN) which connects all schools and libraries with high-speed lines.

Indicators of Success

In the online survey, librarians gave MSLN a 4.48 out of 5.0 rating in meeting the needs of libraries and residents. They ranked it second in current importance, behind MARVEL, and fifth in priority for the next five-year LSTA Plan. They asked that requirements for membership be streamlined for libraries with limited staff.

In interviews and focus groups, participants were complimentary of MSLN:

> *"MSLN is vital."*

> *"It's always a question of infrastructure—some good and some bad. The good—Maine School and Library Network. The problem is the infrastructure in terms of capacity. In Portland we're having a very difficult time with bandwidth issues. Some of the heavy school users and larger public libraries are having the same kinds of stresses."*

> *"MSLN is a very good service for the library I worked in previously. The state provided appropriate technical support. My current library is not taking advantage of this service, but is moving in that direction."*

> *"The circuit rider (technical support person) was terrific for those who had no help."*

> *"Nice to know we have back-up and support."*

One focus group participant would like the circuit rider to initiate contact, rather than simply responding:

> *"Unless you call, they don't call you. It would be nice if the circuit rider showed up once a year."*

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Activity 6.3. Generate statewide publicity to educate the library community and citizens and enable them to utilize these resources.

Activities, Desired Outcome, and Indicators of Success

See 5.3. above.

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III. Results of In-depth Evaluation

Methods

The methods of evaluation used in examining the MARVEL program were essentially the same as those used in the rest of this report. The evaluators examined annual LSTA reports, visited the MARVEL web site, gathered information via an online survey of librarians, interviewed State Library staff and librarians, and conducted focus groups. The Findings below include an overview of MARVEL, activities, outputs, and outcomes during the evaluation period.

Findings

The Maine State Library chose to focus its in-depth evaluation on MARVEL, Maine's Virtual Library, because of its statewide impact and the unique cooperative relationship between the State Library and several partners in sponsoring, staffing, and funding the service.

MARVEL provides every resident of Maine with free access to a collection of full text and abstracts from magazines, newspapers and reference books that are credible, reputable resources. MARVEL also provides students, business people, public library patrons, and higher education students and educators the ability to search a number of resources at one time for needed information. The print value of the resources provided in these databases would be in excess of $500,000 per library.

MARVEL is a collaboration between the Maine State Library, the University of Maine, the State Legislature, and MTEAF (Maine Telecommunications Educational Access Fund) that funds the state-wide licensing of these resources for every library and resident of Maine. The State Library contributes staff who are involved in planning and implementation. Funds from the state legislature pay for MARVEL for libraries that do not meet the filtering requirements of CIPA; e-rate funds pay for libraries that have adopted CIPA filtering requirements.

Activities

Each year the Maine State Library initiates legislation that requests more funding for more databases. This year that request is included in "An Act to Provide Essential Library Resources to All Maine Communities" as follows: "Quality Electronic Publications: Expand information access through statewide licensing of online journals, research data and electronic books which are not available free on the World Wide Web. ($600,000)." Funding will expand

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electronic resources to cover needed subject areas in addition to providing critical resources for research and development.

Outputs

Searches in MARVEL databases, not including Ebsco, increased 32 percent between 2004 and 2005. Table 5 shows individual increases and decreases in each of the databases for which information was reported.

Table 5: MARVEL Statewide Database Usage – Log-ins and Searches	7/04-6/05	7/05 – 6/06	% Change
LOG-INS			
Access Science	1,147	1,083	-6%
Annals of American History	N/A	N/A	N/A
Aquatic Sciences and Fisheries	N/A	N/A	N/A
Business and Company Resource Center	3,537	4,774	35%
Child Abuse, Child Welfare & Adoption Database	N/A	819	N/A
Encyclopedia Britannica	N/A	N/A	N/A
Encyclopedia Britannica School Edition	N/A	N/A	N/A
FSTA: Food Science & Technology Abstracts	678	646	-5%
Gale Literary Databases	15,629	15,453	-1%
**GeoRef	N/A	N/A	N/A
Nature	N/A	N/A	N/A
ProQuest Newspapers	36,162	52,114	44%
Scribners	3,288	2,236	-32%
Twayne	3,880	3,393	-13%
ValueLine	3,916	10,526	169%
Wildlife and Ecology Studies Worldwide	N/A	4,580	N/A
SEARCHES			
Access Science	1,970	2,578	31%
Annals of American History	8,010	7,693	-4%
Aquatic Sciences and Fisheries	13,950	6,566	-53%
Business and Company Resource Center	23,157	29,626	28%
Child Abuse, Child Welfare & Adoption Database	N/A	1,532	N/A
Encyclopedia Britannica	58,352	55,133	-6%
Encyclopedia Britannica School Edition	29,967	59,643	99%
FSTA: Food Science & Technology Abstracts	1,161	1,131	-3%
Gale Literary Databases	25,871	23,607	-9%
GeoRef	N/A	4,593	N/A
Nature	3,888	15,937	310%
ProQuest Newspapers	93,484	123,212	32%
Scribners	2,769	1,822	-34%
Twayne	5,943	5,626	-5%
ValueLine	N/A	N/A	N/A
Wildlife and Ecology Studies Worldwide	N/A	8,564	N/A

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During 2005-06, users completed nearly 3 million searches through MARVEL. The vast majority searched through EBSCO databases; other database search totals are included in Table 6.

Table 6: 2005-06 MARVEL Search or Login Totals for Indexes and Databases by Usage from Highest to Lowest	
Indexes or Databases	*Usage by Searches or Logins*
EBSCO Maine Total Logins	555,426
EBSCO Maine Total *Searches	2,591,636
*Encyclopedia Britannica School Edition	59,643
*Encyclopedia Britannica	55,133
ProQuest Newspapers	52,114
*Nature	15,937
Gale Literary Databases	15,453
ValueLine	10,526
*Annals of American History	7,693
*Aquatic Sciences & Fisheries Abstracts	6,566
Business and Company Resource Center	4,774
*GeoRef	4,593
Child Abuse, Child Welfare & Adoption	4,580
Twayne	3,393
Scribners	2,236
Access Science	1,083
Wildlife and Ecology Studies Worldwide	819
FSTA: Food Science & Technology Abstracts	646

Database usage increased 43 percent between 2004-05 to 2005-06; Table 7 on the next page shows the number of searches from the six Ebsco profile groups—remote users, public libraries, K-12 libraries, University of Maine, University of Southern Maine, and community colleges. The University of Maine accounted for the highest number of searches; searches from schools increased by 52 percent and ranked second; searches from the University of Southern Maine increased 38 percent and ranked third.

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Table 7: MARVEL Log-ins and Searches by Type of Institution			
Type of Institution	7/04-6/05	7/05-6/06	Percent Change
Ebsco Maine Logins	586,329	555,426	-5%
Public Library Logins	26,578	31,070	17%
K-12 Libraries Logins	125,185	132,791	6%
Academic/Other Libraries Logins	67,184	72,840	8%
UMS Total Logins	331,241	287,002	-13%
USM Logins	109,493	101,955	-7%
Community Colleges Total Logins	33,681	31,723	-6%
Statewide Grand Total: Logins	*654,566*	*651,050*	*-1%*
Ebsco Maine Searches	1,776,722	2,591,636	46%
Public Libraries Searches	85,656	133,487	56%
K-12 Libraries Searches	405,707	618,245	52%
Academic/Other Libraries Searches	197,952	303,807	53%
UMS Total Searches	918,462	1,267,558	38%
USM Searches	340,745	507,122	49%
Community Colleges Total Searches	159,406	268,539	68%
Statewide Grand Total: Searches	*2,045,244*	*2,915,557*	*43%*

Outcomes

In the online survey conducted for this evaluation, librarians gave MARVEL the highest ranking (4.5 out of 5) of all services in meeting the needs of libraries and residents. MARVEL was also most frequently cited as the "service most important to my library" and was chosen as the top priority for the next five-year plan.

Some open-ended responses on the survey confirm that MARVEL is meeting the needs of librarians and patrons:

> *"I love MARVEL. I use it and 'push it' frequently."*

> *"My library could never afford MARVEL databases."*

> *"MARVEL is a wonderful teaching and information tool."*

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> *"Because of LSTA, everyone in the state can access MARVEL online databases."*

Focus group participants also described their use of MARVEL:

> *"MARVEL is a tremendous asset…For students we find local newspapers of colleges they may be considering… We used on curriculum development."*

> *"MARVEL is a great equalizer. None could afford it on their own."*

> *"MARVEL is marvelous… Kids and adults are coming in all the time to take advantage of this service… These services give the library a lot of credibility in the community."*

> *"The Maine State Library and the University are very important partners."*

State Library reports include stories from librarians about the results of their efforts to introduce MARVEL to a variety of user groups:

- More than 50 nurses from central and southern Maine attended a session to learn to use MARVEL to find articles to share with paraprofessionals in nursing homes. They were amazed at the reliable information they could find quickly and immediately began to e-mail it to their colleagues.
- The instructor presented a workshop on MARVEL to Portland-area school librarians and aides. In the week following the training, the participants prepared instructional materials for their teachers and students; they plan to present workshops on MARVEL themselves in their schools.
- College instructors invited the librarian to show their classes how to use MARVEL. The students immediately applied their research skills to class projects.

Local librarians are important partners in building awareness and use of MARVEL, as a comment in the 2004-05 report demonstrates:

> *"I will make a point of more aggressively recommending the databases to patrons and students—particularly the magazine articles."*

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IV. Progress in Showing Results of Library Initiatives or Services (Outcome-Based Evaluation)

<u>Implementing Outcomes-based Evaluation</u>

The Maine State Library focused its outcomes-based evaluation efforts on the programs included in Outreach Services — Books By Mail, Summer Reading Program, Large Print Books, and Talking Books. All four of these programs provided direct service to users, in contrast to other LSTA-funded State Library programs which support the technological infrastructure for content delivery, continuing education, and other services for which the primary customers are libraries or librarians.

In early 2004, the three regional consultants added a question to the workshop evaluation form asking "Are you likely to implement something at your library that you learned in today's workshop? If yes, what might you try?" While this might seem to be a very small step toward outcome-based evaluation, this simple question reflects the Maine State Library's recognition that it is important to try to ascertain what happens as a result of its actions.

In October 2004, Robin Cabot of IMLS presented an overview of OBE to Maine Regional Library System District consultants. OBE was also a topic of discussion at Executive Board meetings in the three Regional Library Districts.

Over the last several years, Outreach Services has developed and disseminated surveys to gather feedback from Books By Mail customers and from patrons using the various components of the Talking Books Plus service. Nearly three-hundred (288) valid responses were received in the most recent Books By Mail survey. More than five-hundred and fifty (563) people responded to a similar survey directed to users of Talking Books Plus.

Many of the questions in both surveys asked customers to indicate the degree to which they agreed or disagreed with a variety of statements designed to gain insight into the impact that the program has on the lives of users. Including statements such as "Using the library's services (Talking Books, Descriptive Videos, and/or Large Print) improves the quality of my life" and "With Books By Mail, I feel that I am part of a statewide community" moves MSL's assessment of their LSTA program toward outcome-based evaluation. For example, one of the outcomes included in the 2003 – 2007 LSTA plan for MSL's Outreach services was "Otherwise isolated individuals will feel part of a virtual online community that will enrich lives and provide intellectual stimulation. The facts that nearly three-quarters (74.4%) of Talking Books Plus users responding to the survey strongly agreed that the program improves the quality of their life and that over ninety percent (90.4%) of Books By Mail respondents either strongly agreed or agreed that the program made them feel

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part of a statewide community serves to validate the fact that MSL accomplished what it set out to do.

While users of the outreach services placed a high value on these offerings, it is not surprising that the librarians of the State saw things somewhat differently. In the online survey that the evaluators conducted of members of the library community, the outreach services fell into the second tier of importance, behind MARVEL, MSLN, Maine Info Net, the Maine Regional Library Services. The Summer Reading Program ranked fifth, Large Print Books sixth, Books By Mail seventh, and Talking Books services from the Library for the Blind and Physically Handicapped eighth. We believe that this is perfectly natural since MSL segments its efforts into services it provides directly and those that are designed to enable libraries to do their job more efficiently.

Furthermore, librarians didn't dismiss the value of MSL's direct services. In interviews and focus groups, librarians recognized that the State Library had outreach goals and had high praise for its outreach efforts. Examples of comments include:

> *"There has been a major push to reach people with disabilities through programs such as Talk Books. There's been a good bit of publicity. Those services are becoming more widely known."*

> *"The [State Library] does a great job with outreach. I would like to congratulate them."*

> *"Excellent programs, great structure, impassioned librarian pushing them."*

> *"There are many people who would not have library services without the State Library's outreach."*

Individual Outreach Services Findings

The State Library chose its Outreach Services as examples of its progress in documenting outcomes. Activities, outputs, and outcomes for the Books By Mail, Large Print, and Talking Books programs are summarized below.

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Books By Mail

Books By Mail is an outreach service of the Maine State Library, designed to help meet the needs of more than 200,000 Maine residents who live in towns without local libraries and to residents of towns with public libraries open fewer than 15 hours per week.

These rural residents may order through an online public access catalog (OPAC), implemented in September 2004, that is part of the statewide consortium (Minerva). Users are able to request anything available from the shared database through the OPAC or receive annotated catalogs in the mail, from which they select and order books. Outbound and return postage is paid by the State Library. Residents may use the service as often as they wish. Reference and readers advisory services are also provided via a toll-free phone number.

In late 2003, the State Library initiated a pilot program to deliver Books By Mail service to people who were homebound with medical disabilities.

Outputs

At the end of the 2003-04 period, the State Library implemented an Online Public Access Catalog (OPAC) for Books By Mail, Large Print, and Talking Books users. The catalog allows users to make selections and order materials from any library participating in the Minerva statewide consortium.

Table 8: Books By Mail Usage	2003-04	2004-05	2005-06
Books By Mail individual users	3,867	4,409	5,203
Percent of total eligible population (200,000)	1.9%	2.2%	2.6%
Books By Mail books lent	12,794	21,983	31,926

Outcomes

In early 2005, the Outreach Services Section sent a survey with the Supplement Catalog to Books By Mail patrons to establish a baseline of patron satisfaction. In September 2005, a second survey was posted to the Maine State Library web page; 3,277 copies were mailed to active, registered users. Preliminary results reported in the 2004-05 report indicate that 90 percent of online respondents find that the OPAC makes it easier for them to access Books By Mail. Ninety-five percent said that using Books By Mail improved the quality of their lives and 85 percent would not have access to library materials

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without the program. Participation in Books By Mail made 90 percent of respondents feel that they were part of a statewide community; 92 percent report that this program supports their continuing education.

Some typical comments from the survey:

> *"Thank you. We LOVE Books By Mail!"*

> *"I live in Dyer Brook, way up in Aroostook County. I cannot tell you how much we enjoy the Maine State Library Outreach Services. The new access by Internet is amazing!!! I couldn't believe it would really work and be that easy… I homeschool my four children and there is always a large list of library books that we want and need. I just get online and request them and they arrive a few days later. It is like a miracle. Thank you so much for this service."*

> *"This Books By Mail is one of the best things that ever happened to me."*

> *"I cannot say enough about the Books By Mail system! It is WONDERFUL! We live in a small rural town with no library. My children and I daily get online and check out new books. I cannot stress what a wonderful took this is. I would have no access to books without this service. I cannot afford to buy new books and this allows us to read whatever we want…"*

> *"It is wonderful to get books in my mailbox. It restores my faith in libraries and state government…"*

In the online survey of the library community conducted by the evaluators late in 2006, librarians rated the Books By Mail service at 4.12 out of 5. In the open-ended comments rating services most important to the library, Books By Mail ranked seventh, behind fifth-ranked summer reading and sixth-ranked Large Print.

Focus group participants mentioned Books By Mail:

> *We take advantage of Books By Mail, Talking Books, and Summer Reading Program. People call and we direct them to the State's Outreach Services. The staff does a good job of publicizing the service. We get regular updates at district meetings. A lot of residents use services for the blind. We're seeing the need for help for kids with reading disabilities."*

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"Pretty good job done for outreach, good publicizing and connecting and coordinating."

Summer Reading Program

Activities

The Books By Mail program's participation in the statewide summer reading program provided motivation for improving resource in this area and currently provides an umbrella for the State Library's membership in the national Collaborative Summer Library Program, which distributes materials and coordinates activities for public libraries throughout the state. The goal is to improve children's summer reading, minimize summer loss of reading ability, and empower communities to have a robust summer reading offering for local youth. The Summer Reading Program benefits children who are served by outreach services as well as those who reside in communities with libraries.

In 2005, a variety of support activities were offered, including a coloring contest. The summer reading program was extended to all public libraries and several schools, which received manuals, a craft workshop for librarians, a program at the Maine Library Conference, and reading completion certificates.

Outputs

Table 9: Summer Reading Program	2003-04	2004-05	2005-06
Books By Mail children registered for summer reading program	241	236	215
Percent of BBM children who met reading goals	54%	57%	60%
Maine communities participating in summer reading	130	142	153
Percent of Maine communities participating	49%	"more than 50%"	"more than 50%
Children participating in community summer reading	4,796	119,760	120,000 est.

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In September 2004, the130 libraries participating in the Books By Mail Summer Reading Program received a survey to distribute to the children in the program, in order to measure their awareness of the statewide program and the extent to which they were motivated to read by the initiative. Seventy-seven percent reported that being part of the program encouraged them to read this year. The survey also indicated that 93 percent of families participating in the program were very satisfied with the books and other materials they received the Maine State Library Outreach.

A survey respondent complimented the program:

> *"Thank you for your Summer Reading Program. [Our child] read and read, often to her younger siblings. I read the C. S. Lewis book to all the children evenings…"*

In the online survey, librarians rated the Summer Reading Program highly— 4.35 out of 5—in addressing needs of those with difficulty using traditional library services. The ranked it fifth among State Library services important to their library.

In focus groups and interviews, public librarians whose libraries participated had positive things to say about the summer reading program. They particularly liked the connection to a statewide effort, statewide promotion, and the savings in cost and time it allowed.

> *"Our children's librarian says it is very popular. It's also a good networking tool. It's good for kids to know they are part of a statewide effort."*

> *"The Summer Reading Program is very helpful because it helps tie us into a grant theme with the state at large."*

> *"The [State Library's] recent initiative in providing summer reading materials is very much a plus."*

> *"Helpful for small libraries that don't have a children's librarian."*

> *"Because of the State Library's help, we are able to provide a Summer Reading Program that includes a couple hundred kids. It saves the library in costs and planning and development. We wouldn't have the Summer Reading Program we have without the State Library."*

"Reaches a lot of kids who don't use the library year round."

"I couldn't ask for more. It's got everything in it. I wasn't really promoting summer reading until I got the stuff from the state. The school likes it a lot."

"It's a great timesaver. It would take too much time to develop a program on your own."

Some use the Summer Reading Program partially:

"…we tie in very loosely. I don't see a lot of support. I don't see a lot of libraries using it. Presenters are always in the south."

Even some whose libraries did not choose to use the program (or use it completely) appreciated its value:

"I'm the kind of person who likes to come up with my own theme, but I know there are people what aren't able to or don't want to do that, so the Summer Reading Program helps them. A lot of folks have availed themselves of this service because it gives them an easy way…"

A school media specialist reported that it also helped her indirectly:

"Public librarians come in and promote the summer reading program. It helps us indirectly."

One interviewee was negative:

"I can't see that the Summer Reading Program has helped us reach children in our community. I wish there was more statewide PR about it."

Large Print Books

Activities

The State Library mailed catalogs to residents using the program and maintained a statewide toll-free number for patron use. Young readers were invited to participate in the summer reading program.

An online public access catalog was in development during 2003-04; by 2004-05, it was complete. The State Library's accessible web site provided enrollment information, links to the national catalog, and online requesting.

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Large print collections are also loaned to public libraries.

Outputs

Table 10: Large Print Usage	2003-04	2004-05	2005-06
Large Print individual users	408	544	580
Large Print library participants	138	102	185
Large Print books lent	33,341	33,387	31,946

Outcomes

No comprehensive outcome data from this audience was reported. Anecdotal comments included in the State Library reports suggest that the service is meeting needs:

> *"To all those good people in the Large Print Division of the State Library: Many thanks for all the books you have sent me. It sure helps pass the time. I was 97 in October 2004. My only recreation is reading and doing crossword puzzles. Thanks again."*

> *"During my recent health crisis, your efforts kept me supplied with reading material that helped me get through it all."*

> *"Had a so-so holiday weekend. Read most of it! No family, no barbeque, but that's OK, I have my books."*

> *"I would like to give a special thanks to the gentleman I spoke to on the phone the last time. He was wonderful and the books he sent me were perfect."*

> *"I have received large print for a few years… I am visually impaired because of advanced macular degeneration… I am very thankful for this service."*

On the online survey completed by librarians, the Large Print Books Program received the highest rating—4.36 out of 5—among Outreach Services.

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In interviews and focus groups, librarians commented on the Large Print service:

> *"We have a decent-size large print collection. Quite a few times we have referred people to the state/federal program, so I think that it is worthwhile."*

> *"Three years ago, I would have said the large print collection was terrible, but they are addressing that…"*

> *"There has been a major push to reach people who have disabilities through programs such as Talking Books. There's been a good bit of publicity. Those services are becoming more widely known."*

> *"I know of many instances were people are getting books and are delighted with the service. [The books] come quickly."*

Talking Books

Activities

The Maine State Library continued to supply talking books statewide, as Maine's regional provider for the National Library Services for the Blind and Physically Handicapped (NLS); the Director of Outreach Services serve as the liaison to NLS.

A statewide toll-free number allowed patrons to contact the Library.

The State Library distributes a patron handbook explaining the program to all new talking book patrons upon request. Children are invited to participate in the summer reading program sponsored by the State Library. In an effort to reach more readers, promotional efforts continued, including statewide airing of NLS-sponsored public service announcements, distribution of NLS brochures, displays, and collaboration with other Maine State Library activities, public libraries, and other organizations. The staff spoke to groups around the state, published a newsletter, and developed an interactive web site.

Outputs

Table 11: Talking Books Usage	2003-04	2004-05	2005-06
Talking Book individual users	2,726	2,807	2,850
Talking Book organizational participants	141	527	544
Talking Books lent	118,512	113,877	114,630

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<u>*Outcomes*</u>

<u>Talking Books</u> service of the Library for the Blind and Physically Handicapped rated a 4.18 out of 5 on the online survey of librarians.

Interview and focus group comments about Talking Books were positive:

> *"I know there are talking books and services for the blind."*

> *"Service to the blind works very, very well."*

> *"Talking Books/Large Print services are very responsive to suggestions for changes."*

> *"My mom uses it and it works slick. Descriptive videos are also a good service."*

The Maine State Library recognizes that it still has a long way to go before outcome-based evaluation becomes the norm for the assessment of its programs, nevertheless, actions to date demonstrate both an understanding of the basic concepts of OBE and a willingness to work toward the integration of OBE in Maine's LSTA program.

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V. Lessons Learned

Findings

Between FY 2003 and FY 2005, the Maine State Library focused a substantial amount of its efforts on the improvement of direct library service to the 200,000 individuals who do not have access to a local public library and to individuals who have a disability that limits their ability to access traditional library services. (**Goals 1, 2, and 3**). The State Library added its Books By Mail, Large Print Books, and Talking Books collections to its online catalog, improved the accessibility of the catalog, and widely promoted the availability of State Library services. In addition, it creatively leveraged the participation of the new audiences for these services in the statewide summer reading program.

The State Library also showed some initial progress in measuring end-user outcomes. Furthermore, it appears that plans for a more robust program of outcome-based evaluation are underway particularly as they relate to outreach services.

Another key accomplishment of the Maine State Library during this period was in the expansion of technology-supported services for libraries (**Goals 4, 5, and 6**). The State Library continued to participate in the partnership that coordinates the Maine School and Library Network and continues to encourage broader participation in this effort. Thanks to planning and technical support from the State Library, the catalogs of libraries participating in several consortia (MINERVA, URSUS, and SOLAR) were linked so that users across the State can have convenient access to holdings within all three systems. The State Library developed and implemented a statewide van delivery service, which is available at a reasonable cost to participating libraries. It also coordinated the MARVEL online database. The State Library acted as a catalyst by providing the initial funding for these services (with the exception of MSLN, the result of the Maine library world's intervention in a Maine Public Utilities Commission rate case), and was able to leverage its resources by partnering with other agencies in order to integrate and expand the services.

The financial resources that are available to support library services in Maine are quite limited. Local funding is meager, LSTA funding is in the bottom tier when compared to other states and support from the State of Maine is modest. In spite of this, Maine has accomplished a great deal in a state that presents major challenges in terms of size and population density. In the opinion of the evaluators, the Maine State Library has done a masterful job of maximizing the impact of all of the funding sources, including LSTA, that are available to it.

It is somewhat ironic to note that the only one of the six LSTA purposes that Maine's 2003 – 2007 LSTA Plan did not address directly was "developing

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public and private partnerships with other agencies and community-based organizations." In fact, the evaluators found many examples that illustrate that operating in a collaborative mode is second nature for the Maine State Library. In the very best spirit of the LSTA program, partnerships are built into almost every initiative that MSL undertakes.

In conducting statewide LSTA evaluations in the past, Himmel & Wilson has occasionally been critical of the practice of spending all or most of the LSTA funds internally. However, we find it difficult to disapprove of this element of MSL's handling of LSTA funding for several reasons. First, the total amount of Federal funding available to MSL is rather limited; dispersing any significant amount of LSTA funding through a subgrant program would leave little money for tackling important statewide concerns. Second, Main does an excellent job of leveraging the impact of its LSTA funds. There are multiple good examples of how LSTA has been used in concert with State, local, and private funds to accomplish something that would not have happened otherwise. Finally, the Maine State Library has done an excellent job of identifying needs, prioritizing needs, and designing strategies to address them.

Following is a series of recommendations that grow out of the evaluators examination of Maine's LSTA program. They are offered in the spirit of providing suggestions for how an already excellent program might be made even better.

Recommendations

1. Continue priority statewide programs that help libraries provide better service—MARVEL, consortial catalogs (MINERVA, URSUS, and SOLAR), and van delivery.

2. Continue the State Library's leadership of state-level partnerships that leverage the impact of LSTA funding top meet priority state needs.

3. Investigate ways to extend van delivery to all libraries, in order to provide a stepping stone for small libraries to participate in resource sharing, with all its benefits and responsibilities.

4. Consider restructuring regional consulting and collections systems to take advantage of changing technology.

5. For the next planning cycle, build outcomes evaluation strategies into every LSTA activity and clearly allocate responsibility for collecting, reporting, and analyzing data. This is especially important in the library development/consulting area, since such a large portion of LSTA funds

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are spent in this area and activities tend to blur between state and federal priorities.

6.   Continue developing outcomes measures for Outreach Services. Maine is well-positioned to become a national leader in this area.

7.   Examine ways to increase the coordination of professional development activities for library staff in the state and implement a program that is closely aligned with the goals of the 2008 – 2012 LSTA Plan.

8.   For consulting and professional development services, develop a method for recording evidence of attendance, knowledge or skill learned, as well as follow-up assessment of implementation and improved customer outcomes.

9.   Enhance professional development in areas related to LSTA and state goals, using a variety of face-to-face and online solutions to reach remote participants.

10.   Examine ways to improve differentiation of "branded" programs (such as URSUS, Minerva, SOLAR, Marvel, etc.) of State Library programs so that librarians, trustees, and policy makers can more clearly identify them.

11.   Continue frequent formal and informal communication to inform Maine librarians and their customers about services available.

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VI. Brief Description of Evaluation Process

Evaluation Methodology

In keeping with the spirit of cooperation that pervades the LSTA program, Maine's evaluation was carried out as part of a cooperative effort undertaken by six northeastern states — Maine, Maryland, New Hampshire, New Jersey, Rhode Island, and Vermont. A Request for Proposal covering the LSTA evaluations for the six states was issued through the Chief Officers of State Library Agencies in the Northeast (COSLINE) with the Maine State Library acting as the administrative and fiscal agent for the effort. By taking this approach, the six states hoped to achieve a high level of efficiency in their evaluation efforts and to benefit from a heightened awareness of the strengths, weaknesses and innovative aspects of LSTA programs in other states in the region.

Himmel & Wilson, Library Consultants was selected to carry out the five-year evaluation of LSTA for six COSLINE states as the result of a competitive bidding process. The evaluation methodology proposed by Himmel & Wilson was designed to assess each state's implementation of the LSTA program individually using a similar set of data gathering techniques and to report the findings of the evaluation process using a standardized report format.

The considerable demographic variation between and among the six states as well as the differing approaches the six states had taken in developing their five-year plans required some modification of the process from state to state; however, the evaluators believe that the cooperative approach has resulted in some economies of scale as well as providing a number of insights that might not have emerged if each state had conducted a completely separate assessment of their LSTA program.

In addition to evaluating each state's progress toward the goals outlined in their five-year plans, the process also represents one piece of a coordinated effort to ensure that LSTA met or exceeded the expectations of the elected officials who authorized the program. Furthermore, the assessment process served to determine how LSTA makes a difference in the quality of library services available to the residents of each state. Because library services in each state exist in unique environments, each state's plan *should* differ both in its focus and in terms of the nature of the programs that were supported with LSTA dollars. At the same time, the LSTA purposes provide a framework that serves to create common themes among the states.

The evaluation progressed through five phases that involved a variety of stakeholders and a mix of quantitative and qualitative data-gathering methods.

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The phases were:

- Discovery
- Data/information Gathering
- Data/Information Analysis
- Synthesis
- Reporting

Following is a brief description of the efforts that took place in each phase of the project.

Phase I: Discovery

State library liaison: Himmel & Wilson, the consultants scheduled a telephone conference call involving representatives of all six states on July 17, 2006 and asked that each state name a liaison to act as the primary point of contact between the consultants and their states' library agency. Linda Lord, Deputy State Librarian, served as Maine's liaison.

State library questionnaire: Prior to the conference call, Himmel & Wilson created a web-based questionnaire in which the state liaison identified specific materials, reports, and websites that could be made available for the consultants to review, including reports to IMLS and valuable internal documents (such as minutes from advisory committees and sub-grant evaluations) that would be useful in gaining an understanding of a particular state's approach to LSTA

The web-based questionnaire also asked the state liaison to identify specific time periods that would be particularly good or particularly bad for site visits to the state library agency, focus groups, and other on-site events. This assisted the consultants in their effort to develop site visit schedules that were relatively free of conflicts with important events that might impede the ability of key stakeholders to participate, while taking advantage of statewide meetings such as library conferences or large training events. Addressing scheduling conflicts and opportunities early in the process was critical to carrying out this ambitious project in a timely fashion.

In addition to calendar information, the state liaison identified general locations, based on regional traffic patterns, topography, and even personalities, which might be well suited as focus groups sites and recommended libraries that had good meeting facilities, parking, and access to major highways.

Phone calls with State Library liaisons: Shortly after the conference phone call, the consultants called the state liaison to refine the list of background

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documents, to select focus group sites, and to begin to refine the calendar for work to be conducted on-site.

Review of background documents: The consultants reviewed background documents, revisited the LSTA plan, examined the State Program Reports submitted to IMLS, and reread the last five-year LSTA evaluation. The consultants also reviewed supplemental materials and information that each state provided.

Phase II: Data/Information Gathering

Site visit to state library: After completing the background review, the consultants scheduled a site visit to Maine to gain a thorough understanding of the scope of its LSTA program and overall library development and service priorities. Bill Wilson visited the state library agency and interviewed:

- J. Gary Nichols, Maine State Librarian
- Linda H. Lord, Deputy State Librarian
- Dean Corner, Director of Reader and Information Services Division
- Janet McKenney, Coordinator of Learning and Technology Services
- Melora Norman, Outreach/Special Services Coordinator
- Sylvia K. Norton, School Library/Technology Planning Coordinator

Development of data collection instruments. In order to gather opinions and personal experiences of a wide array of stakeholders, the consultants developed and refined focus group questions, interview questions, and web surveys during this phase.

Focus groups: Himmel & Wilson Associate Consultant Coral Swanson conducted four focus groups with a total of 24 participants, in the following locations:

- Portland
- Augusta
- Bangor
- Caribou

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Map 1 below shows the geographic distribution of the focus groups.

Map 1 – Focus group Locations

A summary report covering the focus groups is attached to this report as Appendix A.

Personal interviews were conducted via telephone with 13 key individuals identified by the MSL administration and staff. The individuals who were interviewed and the organizations with which they are affiliated are listed on the following page.

- Rich Boulet, Director, Blue Hill Public Library, and Vice-President, Maine Library Association
- Teri Caouette, Lincoln Middle School, Portland, and President, Maine Association of School Libraries
- Donna Chale, Warsaw Middle School, Pittsfield, and Second Vice President, Maine Association of School Libraries
- Jo Hipsher, Brunswick High School, and Chair, Central Maine Library District Executive Board

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- Suellen Jagels, Eastern Maine Medical Center, Parrott Health Sciences Library; Member, Maine Info Net Executive Board; and Immediate Past Member, Maine Library Commission.
- Nikki Maounis, Director, Rockland Public Library, and President, Maine Library Association
- Barbara McDade, Director, Area Reference and Resource Center, Bangor Public Library
- Nancy McGinnes, Friends of Maine Libraries, Hallowell
- Elizabeth Moran, Director, Camden Public Library, and Immediate Past Chair, Maine Library Commission
- David Nutty, Director of Libraries, University of Southern Maine, and Chair of Maine Info Net Board
- Sonja Plummer-Morgan, Director, Presque Isle Public Library, and Chair, Northeastern Maine Library District Executive Board
- Stephen Podgajny, Director, Area Reference and Resource Center, Portland Public Library
- Joyce Rummery, Dean of University Libraries, University of Maine, and Maine Library Commission

A summary of the interview content is attached to this report as Appendix B.

Web-based surveys: One hundred sixty-seven individuals responded to a web-based survey designed to gather responses to services and programs that are supported with LSTA funds in Maine. The vast majority of respondents were from public libraries. Nearly half of the respondents were directors; reference librarians were the second-largest group of respondents. The small size of many of Maine's public libraries was reflected in the survey respondents. More than half of respondents reported three or fewer FTE staff in their libraries and sixty-two percent of respondents reported materials budgets of $25,000 or less.

Copies of the survey frequencies and open-ended comments are included in Appendix C.

Phase III: Data/Information Analysis

During this phase, consultants compiled survey results and focus group and interview notes, as well as statistics. They made follow-up contacts with the state library liaison and other key state library agency staff and collected and reviewed additional documentation that had been identified in the course of the data gathering effort.

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Phase IV: Synthesis

The consultants synthesized the data and information collected. They shared draft reports of the various data gathering efforts such as the web survey results with the state liaison to make sure the data gathering met the expectations of the state agency and fully complied with IMLS requirements.

Phase V: Reporting

The consultants completed the draft final evaluation report and provided it to the State Library agency and provided an opportunity for State Library staff to offer comments, corrections, and editorial suggestions. Upon receipt of the input from the State Library agency, the consultants produced the final version of the evaluation in a format suitable for forwarding to IMLS.

Responsibilities of Evaluation Team Members

The evaluation process was carried out by Himmel & Wilson's partners, Dr. Ethel E. Himmel and Mr. William J. "Bill" Wilson, with the assistance of two experienced associate consultants.

Himmel acted as principal consultant for the project and was responsible for the design of evaluation tools such as surveys and focus group and interview questions. She also coordinated the review and analysis of background documentation. Himmel conducted focus groups and interviews, analyzed data and was involved in writing the six evaluation reports.

Wilson participated in nearly all of the evaluation efforts as well, including the review of the background documentation, conducting focus groups and interviews, and creating web surveys that were used to gather information from a variety of stakeholders in each state. Wilson took the lead on the analysis of how dollars were distributed and assumed primary responsibility for the creation of maps and graphs that illustrated trends and the consultants' findings. Wilson assisted with writing the six evaluation reports.

The Himmel & Wilson partners were assisted by two other experienced consultants, Ms Coral Swanson and Ms Sara Laughlin. Swanson's primary involvement in the project was conducting and reporting on focus group sessions and telephone interviews. Laughlin assisted with evaluation of specific programs and authored portions of the six evaluation reports.

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Evaluation Team

Since its founding in 1987, the Himmel & Wilson firm has completed nearly 300 planning and evaluation projects for public libraries, regional consortia, and state library agencies in thirty-five states. Included among these projects are six statewide evaluations of the implementation of the Library Services and Technology Act (LSTA) program completed during the last round of five-year evaluations in 2001 and 2002—for Indiana, Massachusetts, Montana, Nevada, Ohio, and Oregon. Swanson worked on North Carolina's LSTA evaluation during the same time period.

Himmel & Wilson does a great deal of work with state library administrative agencies. In addition to the COSLINE contract, Himmel & Wilson was awarded contracts in 2006 by the New York State Education Department to evaluate the New York Online Virtual Electronic Library (NOVEL) database program as a part of their five-year LSTA evaluation, from the Delaware Division of Libraries and the District of Columbia Public Library to conduct their LSTA evaluations and to help with the development of their next five-year plans, and from the Oregon State Library to conduct their five-year LSTA evaluation.

Ms Laughlin has recently worked with the State Library of Iowa, the Kentucky Department of Library and Archives, and the Mississippi Library Commission. Ms Swanson has worked with state library agencies in Georgia, North Carolina, and Wisconsin.

Evaluation Costs

The following documents the total costs involved in the contract with Himmel & Wilson for conducting the LSTA evaluations for the six states that participated in the COSLINE shared evaluation effort. The six states shared equally in the evaluation costs. Therefore, Maine's portion of the total evaluation budget was $ 23,900. In addition to these costs, it is estimated that Maine State Library staff devoted approximately 104 hours to the evaluation representing an investment of somewhere in the neighborhood of $4,884 in Maine's evaluation effort. This includes approximately two weeks of the Deputy State Librarian's time, which includes collaborating with other states to develop and disseminate the Request for Proposal for the six-state effort, and time expended evaluating responses to the RFP.

Also included in the estimate of time spent is approximately four hours of time by MSL consultants and/or their staff, Director of Information Services, and Director of Outreach Services.

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Table 12 shows the total contract costs for COSLINE's six-state LSTA evaluation effort. The table breaks the costs down into the phases described earlier in this section.

Table 12: Evaluation Costs for All Six States	
Phase	*Total*
I: Discovery	$14,600
II: Data/Information Gathering	$79,200
III: Data/Information Analysis	$15,400
IV: Synthesis	$7,200
V: Reporting	$27,000
TOTAL	**$143,400**

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APPENDIX A
Maine LSTA Focus Group Report

Four focus group discussions were held in locations around the State of Maine between October 10th and October 13th. A total of seventeen people participated in the sessions, which were held in Portland, Augusta, Bangor, and Caribou. Each discussion ended with "final say," which was the participants' opportunity to summarize what they thought had been most important in the discussion or to bring up new topics related to LSTA in Maine. A report from each session follows the executive summary.

Executive Summary:
Librarians in the smaller libraries and in the more remote parts of the state feel isolated and are looking for more opportunities to connect with the state library and their colleagues.

Participants believe the ILL system needs examination as new technologies have been grafted on to an obsolete structure.

Libraries appreciate the enormous progress made in Maine during the past decade to develop computerization and connectivity. Those efforts are viewed as reaching out to the underserved. This remains a priority.

Minerva participants feel insecure about the program's ability to operate effectively into the future.

There is interest in fostering more partnerships both with the business community and other libraries.

There are not enough convenient and relevant CE opportunities.

MARVEL is marvelous and provides access to a wide range of databases that would otherwise not be available.

LSTA is a mystery to most.

Participants want more consultant services although they realize that the state library is working hard to deliver excellent service with a reduced staff.

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PORTLAND   **October 10, 2006**

Present:
> Lynn Bivens, Walker Memorial Library, Westbrook (Pop: 16,051)
> Inese Gruber, Windham Public Library, Windham (Pop: 15,506)
> Steve Nichols, West Buxton Public Library Trustee, Buxton
>   (Pop: 10,000)
> Leslie Rounds, Dyer Library/Saco Museum, Saco (Pop: 16,822)
> Jay Scherma, Thomas Memorial Library, Cape Elizabeth (Pop: 8,854)

Attendees came from about a 20 mile radius around Portland (Pop: 64,249), which is on the southern coast of Maine. This meeting, compared to other meetings, had representation from the libraries serving larger populations.

Summary: There was lots of discussion about Minerva and its rapid growth. There are questions about whether there is adequate staff to maintain the operation, whether the moratorium on growth was appropriate, whether the state should contribute more, and whether the technology is what it should be.

*Outreach is being addressed through technology and connectivity expanding access for everyone.

*Participants appreciate the work the state has done to encourage and facilitate resource sharing and networking. "A big change from 10 years ago."

*The group discussed the structure of ILL and whether the Area Resource Centers (ARC) were still supportable given the technology now in use. With the resource sharing tools now available along with van delivery, it might be time for some net lender reimbursement program. It is also time to re-examine how the whole system operates.

*CE is viewed as important but inadequate to the needs.

*Nurturing various partnerships is seen as a priority for the future.

*There is a realization that the state is being asked to do more with less and a feeling that the state library is under-staffed.

1) LSTA GOALS-Overall, how do you think Maine is doing working toward the LSTA goals? In which areas do you believe libraries in the State are doing well? In which do you believe Maine is lagging behind?

Services & Resources; Electronic Networks; Linkages; Partnerships; Diversity/Disabilities/Literacy; Underserved

Compared to Maryland, Maine is not well funded. Aging buildings and collections

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with poorly paid staff. However, staff are enthusiastic and dedicated.

The partnerships that have been established ad hoc among libraries work well. Groups of libraries meet together in an informal fashion, no structure. For example, Yapping Yorkies, Loose Librarians. These were self-generated groups; however, state consultants encourage them. Part of the challenge is the large geography of the state.

Maine is as large as the other NE states combined. We can get to Quebec quicker than NYC. Most of the state's efforts in the past 11 years have been put into the electronic network. Most of our eggs are in that basket. Maine's thrust was to build the Maine State Library Network. Automation supported through Minerva, Maine Cat, URSUS and SOLAR. Much of continuing education has fallen to the three district librarians. A more formal way to bring up paraprofessionals would be helpful. Districts have periodic workshops. Many of us would like to see more. Literacy partnership--only one that leaps to mind, Raising Readers was done as a grants program. That is not the type of program needed in our community, but is needed in other Maine communities.

I've found it hard to forge a connection with historical society. They don't have the dollars or the time.

Arts & Culture went together on Community New Century Grant program. It tried to encourage cooperative ventures between libraries and historical societies. For Cape Elizabeth the size of the grant was not meaningful. Most historical societies are small volunteer operations. Sometimes the state tries to be too many things to too many people, which ends up diluting efforts.

Electronic networks-started from ground zero. Maine has made enormous progress from when I came 11 years ago. Virtually hundreds can glimpse each other's collections. Minerva-there was too fast a push to add libraries rather than consolidate gains. In 5 years the system has grown to 60 libraries. Every time a library is added the database is compromised.

We want into Minerva but are discouraged because there seems not to be enough people to manage the system. Adding libraries has ground to a halt.

Minerva is having trouble defining itself. Who is in charge besides Carl? Not certain this is the direction for our library at this time. Where does the state stand? It seems not to be actively involved. Their stand now is that Minerva needs to be self-supporting. That's a mistake.

Shared catalog is important in the state. Circulation with Minerva is clunky. I want to join Minerva and if I'm willing they should be ready to take me. There is not a lot of hand-holding available from the state. System is running on dated technology. It's more friendly to IT whizzes. I want this for my patrons and I'm

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worried about my staff being able to handle it.

The Minerva user council asked for a moratorium. Growth was too fast. In many ways Innovative Interface not as friendly as Dynix. In fairness, all academics are on III and look toward techies at U-Maine. May not have been best choice from the patron perspective. The perception is that there has never been adequate training or user tools. In fact it is the worst case of technical writing. Couldn't get authority control.

State needs to do more...more people and money are needed. State is cutting book budget. People asked to do more with less.

2) Talk about the importance of these various initiatives (district consultants, State Library agency staff in training and support for programs such as MSLN, Maine Info Net. Minerva and MARVEL) to your library and the people who your library serves. How does access to consulting and continuing education services impact your library? How do the various programs support resource sharing within the State?

MSLN is a very good service for the library I worked in previously. The state provided appropriate technical support. My current library is not taking advantage of this service, but is moving in that direction.

Regional library consultants have varying value. Session for new librarians today. We talk to her all the time. Valuable service for smaller libraries.

Collection of professional books.

CE great way for people to go in for mini-workshops.

There needs to be more.

Librarian degree through state system needed. Advocacy is so important for librarians.

CE is slapdash. No long range plan. Tour of Portland PL was pretty basic and useless.

I have found personally frustrating that there's never been a conscious effort to divide the labor among Library Association, State Library and Friends. It's counterproductive. Librarians are suffering from the same volunteer crisis as others in USA.

The three regional consultants are available via phone.

Regional consultants work well. Librarians get to know them and are comfortable

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with them.

Consultants have a lot to work with. Answer questions but no follow-up. We're getting more services than we pay for. The dollars aren't there. We need to change technology but there's no funding.

Support for Summer Library Program is very good. Good training. Reaches a lot of kids who don't use the library year round.

Made use of AV and large print when I first came. We've outgrown the service now and moved out on our own. We used the service to test the market. Real issue is dated collections. Making effort through ILL which brings us again back to decentralized collections.

Little libraries don't make use of ILL. Very independent. Wouldn't think of going to Maine State Library.

No purpose now in large collections. Let a book find its audience. Need for duplicate titles dropping. Without ARC go to Maine Cat.

Depends on character of population. Rural libraries/elderly want the book. Teens and younger don't care if they hold the item. Electronic OK.

At Norway we relied heavily on ARC. When we became part of Minerva that changed. Now at a different library without Minerva and use ARC daily.

Because not on Minerva use ARC.

It is two overlapping systems.

SOLAR taps Minerva pretty deeply. Maine Cat working toward making it "tappable."

3) How well do you think these services (Library for the Blind & Physically Handicapped, outreach to children, seniors, and rural residents, books by mail) are addressing the needs of Maine residents who have difficulty accessing traditional library services? How does the support for the summer reading program help your efforts to reach the children of your community?

Advocacy is being pushed.

In some ways they're trying to address underserved--Maine Cat and electronic catalog best way of doing that. Uniform price structure ($3000) a good deal. One price fits all may not be in the state's best interest. Public perception of taxpayers' rights comes into play. Why should people in one town not get equal share of cost?

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Wireless networking, over 50 libraries got grants. One of the most well received services in the past three years. Very well used in Windham.

All residents have been addressed through focus on connectivity. When I first came, it was USPO, not van delivery network. Databases/EBSCO. Delivery network. What do you take off the back burner? Look at reimbursing net lenders. Maybe we shouldn't be building central collections (ARC).

4) As Maine moves toward development of its next five year plan, which of the LSTA goals do you believe need to be emphasized more? Since LSTA funding is finite, if some new areas should receive more attention and funding, which of the LSTA goals do you believe are lower in priority in Maine?

Partnerships at the top of my list. We need modeling. If we were partnering more smoothly it could alleviate some problems. Help in partnering with business community and with organizations that have $.

Question of fairness. Partner on a state level--on local level partnering may be difficult. Electronic communication among and between libraries important. When business meets everyone walks in with a laptop. There's a growth in doing things electronically. Given the resources, the state has done an amazing job moving Maine into the electronic age and making library resources available to all. How do we do more without new resources?

I agree on partnering although I see it slightly differently. Library has partner with Gates/Apple, but we come as beggars. Need to encourage partnerships regionally. May be time to split the database. Grow another consortia. Look at ways to increase partners.

Electronic networks important for partnerships. Consolidate hodgepodge. A lot of libraries want to be part of Minerva.

5) Final say?

The library community is far healthier than it has a right to be. Expansions/remodeling taking place, but not because of the state. Rather libraries are going out to find the $. The cup is half full not half empty. Painful to find the $ but libraries everywhere are doing it.

It's important that communities recognize the importance of libraries. Annoyed that so much fundraising must go on. Our city manager is supportive of library. If federal government gives grants that says something to communities about library service. It's important for the feds to give $ because libraries are a vital part of their communities.

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AUGUSTA   **October 11, 2006**

Present: Betsy Pohl, Lithgow Public Library, Augusta (Pop: 18,618)
Susan Preece, Topsham Public Library Topsham
(Pop: 6,271)
Jeff Small, Augusta's Cony High School (arrived later)

Summary: There were questions about LSTA, how it's budgeted and what it supports.

*There was great praise for MARVEL and the fact that this program gives them access to resources that would otherwise not be available to them.

*Van delivery is viewed as a key service for resource sharing and worthy of state support to keep it affordable in order to include as many libraries as possible.

*Minerva is important for resource sharing, but it is also resting on a shaky foundation because of its rapid expansion.

*There is a feeling that the state library is operating with an inadequate number of staff for the services provided. The staff is viewed as working above and beyond.

*There's a feeling that the ILL structure, including Area Resource Centers, needs to be re-examined. The technology has changed and yet the system developed during 70's/80's remains unchanged. Technology is grafted on top of an obsolete structure.

1) LSTA GOALS-Overall, how do you think Maine is doing working toward the LSTA goals? In which areas do you believe libraries in the State are doing well? In which do you believe Maine is lagging behind?
Services & Resources; Electronic Networks; Linkages; Partnerships; Diversity/Disabilities/Literacy; Underserved

There were questions from both participants about how much state receives from LSTA, where it's going, how it's apportioned.

Great strides have been made in resource sharing and electronic networks in recent years.

MARVEL is an amazing tool. Great use of resources. Don't know how much is attributable to LSTA.

Considering the amount of money (not much) it makes sense to focus. We take advantage of Books by Mail, Talking Books, Summer Reading Program. People

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call and we direct to state's outreach services. Staff does a good job publicizing the service. We get regular updates at district meetings. A lot of residents use services for the blind. We're seeing the need for help for kids with reading disabilities. My children's librarian is involved in the Summer Reading Program. Resource sharing saves time and money. MARVEL allows us to have access to data bases we wouldn't be able to afford otherwise. Good for general reference. It's practical for everyday use.

MARVEL is a tremendous asset, dramatic supplement to everything. For students we find local newspapers of colleges they may be considering. Can access at home. We used on curriculum development. Several students using large print books they get through ILL.

MARVEL is a great equalizer. None could afford on their own. Important for such a diverse population with varying levels of support. For those of us in Minerva we're sharing everything and this increases our collection. This all happened quickly. Van saves time and money for us. Wouldn't be able to do without state. Van delivery should be sustained and more resources go toward keeping it affordable.

Minerva expanded so quickly we don't have the infrastructure in place. It may collapse under the weight of its own success.

Does seem like a state function. All of that access is terrific. Make sure that it continues.

2) Talk about the importance of these various initiatives (district consultants, State Library agency staff in training and support for programs such as MSLN, Maine Info Net. Minerva and MARVEL) to your library and the people who your library serves. How does access to consulting and continuing education services impact your library? How do the various programs support resource sharing within the State?

State has a small core staff of dedicated people. Core won't be able to sustain indefinitely. Maine is such a big state. A lot of driving. Perhaps the state could use four or five additional people. When something goes wrong now there is an upheaval in scheduling when for example a van driver leaves.

When something goes wrong, it seems like there is only one or two people to contact.

A real challenge for libraries to keep up with workload. A lot of workflow is changing. Subsidizing delivery service and equalizing services encourages people to keep on.

Ed techs stressed that it is hard to keep up with students so ILL is an additional

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burden. It's a Catch 22. Teachers and students are requesting materials. More hours for ed techs would help.

Throw some $ at delivery statewide. If libraries don't have to pay for delivery, they could buy something else.

We're victims of our own success. By keeping costs down we can allow small and medium libraries to participate more fully. It's hard to break out of the mindset of keeping resources for my taxpayers. Keep services cost effective.

Database quality of shared catalog questioned. Prop up infrastructure because garbage in then garbage out. Need quality control of shared catalog.

All types of libraries participate. Good and bad because we need to insure records are accurate.

Technology has come faster than our ability to process. Some planning important for the future with some intentionality. A lot of us are leery about open requesting. We've realized the benefits. Satisfaction of users has never been higher *(both agree).*

There are some good CE efforts. The district meetings have good topics. A handful of people come. Maybe a different model is needed, video conferencing?

Is there a need for more support people on a higher level? Their job is to present us with information in a variety of channels. More people are needed in a support role. "Just ask Carl." Does Carl need helpers?

Yes, spread the load and responsibility.

Staff is down in numbers from ten years ago.

MSL and university very important partner (MARVEL/URSUS).

There is a lot of support to small rural public libraries. There is such diversity as to who is running a library. A huge challenge. Maine does a good job trying to support all.

Consultants in each district have been important resources for us (How do I run my library better?)

Resource sharing system developed in the 70's and 80's with Area Resource Centers. We're doing things differently than the system that remains in place. Look at whole structure. Right now it's kind of like the Wild West. District consultants work well. It's someone you can call.

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Yes the district consultants work well.

Time for a statewide discussion. Planning piece is important. Take a look at the big picture.

3) How well do you think these services (Library for the Blind & Physically Handicapped, outreach to children, seniors, and rural residents, books by mail) are addressing the needs of Maine residents who have difficulty accessing traditional library services? How does the support for the summer reading program help your efforts to reach the children of your community?

Consultant in state library for schools extremely important in developing facilities and policies. Position is shared with Dept. Of Education. As to resource sharing, I'm not sure how we got to where we are.

Pretty good job done for outreach, good publicizing and connecting and coordinating.

School library accessible to people with disabilities thanks to state consulting help with design.

Physical access lousy in our library. State library points me in the right direction for the Americans with Disabilities Act.

4) As Maine moves toward development of its next five year plan, which of the LSTA goals do you believe need to be emphasized more? Since LSTA funding is finite, if some new areas should receive more attention and funding, which of the LSTA goals do you believe are lower in priority in Maine?

In libraries we always want more. Given the amount of funding the state library has to work with, they're doing a good job.

Electronic stuff, resource sharing helpful to persons with disabilities. This way they are not limited by physical surroundings.

They're on target with a reasonable plan. Keep priorities library development, resource sharing and continuing education.

5) Final say?

I'd like to see more subsidizing of delivery system. Solidify a little better. Minerva subsidizes one stop. Statewide a higher level of participation would be good. This would improve speed.

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Emphasize infrastructure support. We need to advocate in the local government for more funding. It does cost to do what we're doing. We're doing things cost effectively. We're not too good at tooting our own horns. We need to push that. Use LSTA to help staffing at state library.

They're very dedicated, but we're concerned about workload for the small staff. We appreciate MSLN, Minerva, training and support statewide.

BANGOR   **October 12, 2006**

Present:
>Helen Fogler, Thompson Free Library, Dover-Foxcroft (Pop: 2,592)
>Nancy B. Grant, Penquis Valley Schools, Milo (Pop: 2,383)
>Debbie Lozito, Edythe Dyer Library, Hampden
>Steve Norman, Belfast Free Library, Belfast (Pop: 6,808)

The towns represented at this meeting were in a 40 mile radius from Bangor (Pop: 31,473) the cultural and commercial center for eastern and northern Maine.

Summary: There was a great concern in the group about TABOR and what would happen to library/city services if it passed.

*There is great appreciation for van delivery and some think if it was state funded, it would equalize service and access through expanded ILL.

*MARVEL is seen as a great state-provided service.

*Partnerships are viewed positively and state help in developing more is desired.

*Underlying the discussion is the need for more information from the state to the libraries promoting and explaining state services including LSTA.

*There's a need for more CE, more contact with state library staff, and more opportunities to meet with colleagues in the area.

1) LSTA GOALS-Overall, how do you think Maine is doing working toward the LSTA goals? In which areas do you believe libraries in the State are doing well? In which do you believe Maine is lagging behind?
Services & Resources; Electronic Networks; Linkages; Partnerships; Diversity/Disabilities/Literacy; Underserved

Group is concerned about TABOR and delivery services in a rural areas. Non-resident fees are also an issue.

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We utilize the Bangor library.

Electronic network helpful. Listserv helpful in making connections with colleagues and knowing the issues.

I don't have a lot of time to absorb all that's there. Listserv lets you know what's happening around the state.

Listserv provides a way to share resources.   We use Books by Mail/Talking Books a lot. We connect people to state services.

We connect people to the state outreach services. Many people who use the library come from other places where there might have been regional services. People can't believe they can't use my library for free.

Nub of the problem is that the libraries are only funded by municipalities, no counties or regional systems.

We get databases.

Outreach (Books by Mail/Talking Books) couldn't support demand if people knew about service.

For us van delivery is more expensive because we don't do a lot of ILL. We mail. We discourage ILL by imposing a fee. There were people abusing the system.

(Two of the four in attendance are in Minerva, so for them ILL and van delivery service are used and important. If they didn't have delivery, they couldn't absorb the cost for postage.)

Minerva libraries have become a consortium. We can't afford Minerva. I have a volunteer for tech support. There are a wide range of libraries in Maine.

Van delivery is crucial to making Minerva work. ILL and van are a huge success. Our patrons tell me they aren't limited to our collection. Can easily and quickly get what they want.

In her school ILL a problem because if a teacher wants an item, it better not be out on ILL when they want it. Would like to see school systems do a better job on ILL.

This is another gap that keeps widening. Libraries that can afford to be on Minerva have access to more. We go on URSUS to find out where things are, but ILL is costly in staff time and postage. Bangor is wonderful; they're the clearinghouse. Automated with Spectrum.

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If the state could fund the delivery service, that would be great.

My understanding is that there is no county funding, only state or local $. Is the state supporting Minerva and van delivery? We can all enjoy MARVEL because it's free to everyone in the state. Makes a big difference for my library.

There would be more equity of access if state funded delivery.

Any library can see what we have because of Minerva. It involves more people in ILL.

People give things away but usually specifies van delivery and because we don't get delivery we're not able to take advantage of this.

Maybe the state should look at regional service. I'm not seeing any partnerships *(thinking about business focus, for example LLBean)*.

There's a partnership with cultural institutions.

We partner locally with the Kiwanis Club. It would be nice if the state worked with state organizations.

Through the school librarians association we're trying to do with teachers and principals.

I'm not sure I would know how to begin developing business partnerships.

Couldn't state library help work with parent company and spread out the benefits throughout the state?

2) Talk about the importance of these various initiatives (district consultants, State Library agency staff in training and support for programs such as MSLN, Maine Info Net. Minerva and MARVEL) to your library and the people who your library serves. How does access to consulting and continuing education services impact your library? How do the various programs support resource sharing within the State?

They did the e-rate forms. They're going to do tech plans. Also grant writing programs, forms for MSLN connections. State has done these things well.

Being able to call the regional office is helpful.

It's hard to get to the public library directors institute. Good stuff but I can't always get there, although I don't have a suggestion on how to do better.

They are doing better with ATM (2-way TV). It works well. MARVEL is marvelous.

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E-rate help is big.

Although it was a pain in the neck to do the Web Junction thing, it was helpful. Who's paying for Janet McKinney? She's helping with district tech plan. State helps get little libraries up to a level. Schools don't have same need as small public libraries because they have tech staff.

Circuit rider was terrific for those who had no help. There were 3, now only 2.

MSLN circuit rider is to help maintain. Complaint—unless you call they don't call you. It would be nice if circuit rider showed up once a year. They need to be more proactive.

(It sounds like there is need for a little PR about services from the state library.)

Helps to meet and know staff people. People may not be comfortable calling. If you're on Listserv you're fine. Sometimes I miss things/services.

There are libraries in Maine that are not being reached because they're not in the electronic age. I don't know how many there are. Towns aren't paying the salaries to attract professional librarians.

We don't hear about LSTA.

3) How well do you think these services (Library for the Blind & Physically Handicapped, outreach to children, seniors, and rural residents, books by mail) are addressing the needs of Maine residents who have difficulty accessing traditional library services? How does the support for the summer reading program help your efforts to reach the children of your community?

It's behind the scenes. We know we have access to it, but I'm not sure where to get access. Underserved people are entitled to Books by Mail. If they knew about it, they would take advantage of it and overwhelm the service.

We've lost homeschoolers to Books by Mail. They're not renewing library cards.

Half our circulation is to non-residents who live in towns without real libraries. What percentage of support do we get from them? That's not supportable. What's the answer?

There are many things I'd like to attend in Southern Maine Library District…reader's advisory, cluster meetings. There's more stuff going on there. In the Northern Maine Library District we don't have that. There are fall and spring meetings. If you miss that meeting there isn't something to pick up. The Tri-County Librarians have had a struggle to keep going. We need some

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leadership to help us sustain the group.

We see disparity in the programs offered across the state.

What CE? We don't have a lot.

Maine Library Association just got out of the certification business

We have nothing for certification.

The districts are a mystery to me. State agency with local governing board. Bylaws are strange.

I could use some collection development advice.

District seems to concentrate on special projects such as mascot.

We need more nuts and bolts things.

A lot goes on that doesn't impact us.

We need statewide focus. But we're not getting fallout from it.

Big website but they don't have time to update. Concept is wonderful but flawed because people don't have the time.

I can't think of anything from the state related to seniors.

Summer Reading Program is nice to get, but we tie in very loosely. I don't see a lot of support. I don't see a lot of libraries using. Presenters are always in the south

Our children's librarian does her own thing.

Our library uses.

In Maine it seems like everyone wants to do their own thing.

I'd love more things for seniors.

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4) As Maine moves toward development of its next five year plan, which of the LSTA goals do you believe need to be emphasized more? Since LSTA funding is finite, if some new areas should receive more attention and funding, which of the LSTA goals do you believe are lower in priority in Maine?

I'd like to see more CE in our area, more communication from the state library, more outreach to libraries that don't come to Augusta. Personal visits. MARVEL.

More communication from the state library to reach non-electronic libraries. MARVEL. MSLN is vital.

MARVEL. Resource sharing. MSLN is a great success. Minerva. Maine Info Cat another great success. Need statewide van delivery to take us to the next step.

MARVEL.

See databases as economic development. People can do from home. Push to communities and business.

All agree that MARVEL, resource sharing and van delivery are important.

MSLN is vital. State does very well lobbying for us.

Worried about TABOR. State library will be decimated.

I'd like to see regional northeast connections. There could be stronger regional connections.

Counties don't work in Maine. Maine pays through the nose for these substandard services as a result. Improvements could be made if we could regionalize. I would like to see net lender reimbursement.

Priorities: MARVEL, Minerva, van delivery the key.

5) Final say?
No one had anything more to add.

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CARIBOU October 13, 2006

Present: Katherine Corey, Washburn Memorial Library, Washburn
(Pop: 1,200)
Diane DuBois, Caribou Public Library, Caribou (Pop: 8,308)
Linda Faucher, Cary Library, Houlton (Pop: 5,270)
Nancy Troeger, Abel J. Morneault Memorial Library, Van Buren
(Pop: 2,369)
Janice Fletcher, Ft. Fairfield Public Library, Ft. Fairfield
(Pop: 1,600)

The towns represented at this meeting were all located in Aroostook County, which is the largest county in the state and greater in area than Rhode Island and Connecticut combined. It has an economy based on potatoes and lumber. All these towns are near the New Brunswick border.

Summary: Participants greatly appreciate MARVEL and the fact that the service provides the libraries with access to databases they could not otherwise afford.

*Participants recognize and appreciate the state's efforts in fostering connectivity with computers and Internet access.

*Along with connectivity there has been technological staff support from the state that has been very important for success.

*The state's assistance with connectivity and technology is viewed as part of the effort to reach the underserved.

*There are not a lot of opportunities for CE, but they'd like more. But opportunities need to be close-by because of budget constraints (no money for travel or other staff to open library when they're not there). Or perhaps the state could experiment with alternate CE delivery mechanisms.

*All participants used (some to a greater extent than others) and appreciated the Summer Library Program.

*The biggest concern of this group was their isolation due to geography and distances. They'd like more opportunities to see state library staff and each other.

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1) LSTA GOALS-Overall, how do you think Maine is doing working toward the LSTA goals? In which areas do you believe libraries in the State are doing well? In which do you believe Maine is lagging behind? Services & Resources; Electronic Networks; Linkages; Partnerships; Diversity/Disabilities/Literacy; Underserved

Three of the five in attendance have wireless and they see more and more people coming in for it. Maine has 90 libraries with wireless capability.

MARVEL is marvelous. Electronic databases. Kids and adults coming in all the time to take advantage of this service. All agree they couldn't do what they're doing without the state. They couldn't afford the services. These services give the library a lot of credibility in the community.

They've leveled the playing field for us. We're so lucky that the State of Maine has led the way in the 90's insuring that every library has a computer and Internet access. They have done a phenomenal job. We have a T-1 line. We couldn't have done it without the state. They've done outstanding.

Circuit rider program, two people to help with Internet. He'll call and check. Nice to know we have back-up and support. Ben is incredible.

State library led the charge in the Gates computer program providing opportunities to apply for. Gates did training. All the stuff we got was top of the line. Technology: MARVEL (we don't pay), T-1 or DLS (we don't pay), MSLN (we don't pay). We get support from the circuit riders who troubleshoot. They don't do things local vendors could do. They set up a network and help with connectivity issues. We wouldn't be able to afford without the state.

There's also a sense of security about technological issues. They have good people.

Stateline online library catalog that let's us find a book. We can access any book in the state. We can't borrow directly on computer but we can request from library.

All these things are for the underserved. A lot can't afford wireless. .

(None of the attendees have Minerva. Too costly for these libraries. A lot have Spectrum standalones. Two have web-based catalogs.)
We can join SOLAR and if we do, we must agree to ILL. Might be too costly for us to participate. State could provide an opportunity for us to join. State provides a number of options for networking depending on what a library can afford. Van delivery saves a lot of $ for people who do a lot of ILL. When postage costs are high, you can justify delivery; otherwise it's not cost effective. *(Only 1 of participants uses van.)*

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2) Talk about the importance of these various initiatives (district consultants, State Library agency staff in training and support for programs such as MSLN, Maine Info Net. Minerva and MARVEL) to your library and the people who your library serves. How does access to consulting and continuing education services impact your library? How do the various programs support resource sharing within the State?

There's not a lot of continuing education. Through the Listserv the state lets us know about opportunities. Haven't done any teleconferencing.

Northeast Library District workshops keep getting cancelled or put off.

There's actually not a lot offered. There's stuff out there, but too much travel wipes out our travel budgets. Districts are figured by population so distance becomes a problem here. We need more attention up here.

Bonita can't get up here so we're left out.

There's got to be a way we don't need to be there. Is there some technology to help us?

Some people are not here for this meeting because they have to open the library. Maybe videotaping?

The districts used to offer CE classes on topics. Now they're offered, but we have to go to Bangor. When something is mandatory, it's pretty tough for us to get to Augusta.

Connection is very important to us.

Public library director institute is a good thing. It introduced me to the physical entity of the state library.

I couldn't go to the institute. I could use more information on budgeting, dealing with the city council, working with trustees. Offer something for our trustees. ATM's are received at school but it's not easy to get access. ATM's haven't offered anything in a long time. I would use for a course, especially in the wintertime.

Offer online classes. They haven't offered any.

Tech Atlas is encouraging to see through Web Junction. Linda is good as buzzing us e-mails and informing us about things through the Listserv.

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3) How well do you think these services (Library for the Blind & Physically Handicapped, outreach to children, seniors, and rural residents, books by mail) are addressing the needs of Maine residents who have difficulty accessing traditional library services? How does the support for the summer reading program help your efforts to reach the children of your community?

Books By Mail is good.

Staff person doing a good job on PR about Books by Mail to the library world (bookmarks, displays).

Contact new directors to tell them about state library services for persons with disabilities. I had to figure it out on my own. Talking Books/Large Print service very responsive to suggestions for changes.

Maine website is very good.

I knew about the program through my aunt.

It's a wonderful service and I'm glad I found out about it.

My mom uses it and it works slick. Descriptive videos are also a good service.

Summer Library Program-couldn't ask for more. It's got everything in it. *(All agree.)*
I wasn't really promoting SRP until I got stuff from the state. The school likes it a lot.

It's a great timesaver. It would take too much time to develop a program on your own. *(All participants use, some to a greater extent than others.)*

4) As Maine moves toward development of its next five year plan, which of the LSTA goals do you believe need to be emphasized more? Since LSTA funding is finite, if some new areas should receive more attention and funding, which of the LSTA goals do you believe are lower in priority in Maine?

Our biggest problem is to get state library to come up here. They haven't been here for a few years. Hold a few more district meetings.

Sometimes there's a lot to wade through on the Listserv.

I'd like to see more meetings with our district consultant. We used to have one every other month. We should be talking about TABOR. What should we do? Rally the troops. Have a game plan.

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We need someone to handle/coordinate meetings.

Perhaps the state should consider dividing up the district consultant money a little differently in order to take account of the distances.

It shouldn't be population based. I don't know what the district budget is. We could use more or at least to keep the electronic emphasis. Keep us as current as possible. Maintain MARVEL.

Offer statewide downloadable audio.

5) Final say?

Provide more continuing education opportunities. The state library is extremely helpful and useful. Very responsive to e-mails. I feel connected. Congratulate them. *(Two others agree. All seem to agree that when talking about the state library they feel part of a network not a hierarchy.)* Being a library in a small town, I worry about small libraries in regards to training and funds. Help us connect with ways to work together.

We fight for dollars for everything. Town office doesn't understand us. Would like help in learning how to help the city better understand library service. More get-togethers. More opportunities to learn how other libraries do things. Offer more continuing education to help us out with these problems.

On the state library webpage provide central place for a one page information sheet on how much MARVEL costs, T-1 costs. These figures would help in budget presentations and to explain how we are getting these expensive services at no cost to us. The information has been distributed piecemeal, but one central location would be good.

I really love the "Value of Public Libraries" on the MSL website. The calculator is a fantastic tool.

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APPENDIX B
Maine LSTA Interview Report

Thirteen individuals identified by staff of the Maine State Library (MSL) were interviewed via telephone about the programs and services of the MSL. Those interviewed included officers of the professional associations of Maine libraries and librarians, i.e., Maine Library Association, Maine Association of School Libraries, District Boards, Maine Library Commission, Area Reference and Resource Centers, Friends of Maine Libraries, and the InfoNet Board. They also represented public, school, academic, and special libraries.

The consultants asked how well Maine libraries are doing in addressing the six goals in the LSTA program, how important the various initiatives of the MSL are to the libraries and residents of Maine, and how well the services to the blind and to people with disabilities and outreach programs meet the needs of Maine residents. The interviewees were also asked what they think the top two priorities should be in the next five year plan. They were given an opportunity near the end of the conversation to add any other comments they chose.

There were many areas of agreement in the answers given by those interviewed.
- Overall Maine libraries are doing very well in the areas related to LSTA goals, especially the electronic networks that overcome economic and geographic differences in the state.
- Interviewees were less familiar public/private partnerships and services to the underserved.
- Outreach from the Maine State Library is excellent.
- Marvel databases and Minerva provide access to resources many libraries would be unable to afford on their own.
- State library consultants are knowledgeable and proactive.
- Those in libraries other than public libraries were generally unwilling to comment on the services to people with disabilities or the summer reading programs because they did not use them.
- Those who commented on the library for the blind and handicapped services were quite positive about it.
- There were kudos to the State Library for their advocacy and guidance.

There was some disagreement on continuing education. Some thought it was great; others made comments that indicate continuing education was better at some point in the past. Almost all thought it was important. In a similar fashion there was some disagreement about the summer reading program. Some thought it was especially helpful to smaller public libraries without a children's librarian; others chose not to use it.

Respondents were diverse in their recommendations for top priorities in the next five year plan. No one said any particular service or program was

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completed and it was time to move on to new priorities; however, the priorities ranged from continuing education to funding to a statewide borrowing system, to digitization, to facilities.

Excerpts from the interviews follow, organized by question areas.

How well are Maine libraries doing in addressing the six goals in the LSTA program?

Overall Maine libraries are doing very well, particularly considering Maine is a large geographic state with not much population. I am astonished with the efforts of the state library to reach a geographically dispersed population. Networks here are really amazingly advanced with what we offer electronically…wireless, for example.

Maine is doing a good job of addressing these goals because they're aware of situations throughout the state.

There's room for improvement on all fronts in the State of Maine. The state library does an excellent job in promoting those goals. It's a matter of the localities following their lead or not. The state's electronic networks are fabulous. They are a model for the rest of the country. There is room for improvement in the linkages between libraries. The district consultants' roles have a lot of potential towards that improvement. Focus of library consultants could be more on interlibrary linkages. They could each have a specialty that's not limited to their district, for example youth services and serve as a role model for the entire state; another could be electronic resources; another whose specialty is fundraising.   One could be an expert in consulting with non-governmental non-profit libraries. The recent letter from the state about not being able to support educational needs of trustees is unfortunate. I don't see a lot of public/private partnerships benefiting libraries. There are some foundations. There's room for more of that. Many libraries do a great job individually. Diversity is a tough question; we're the whitest state. There are too many libraries that don't take physical access as seriously as they should, for example aisle widths, ramps. ADA accessibility has improved in the last six years, but there's room for improvement.

Access to learning—we do some things very well.   The requirement for certified librarians in schools is good. It results in encouraging library service to all learners. Access through Maine school library network addresses access as well as the underserved. Having electronic resources available through the network has evened the field. Our state has done a good job of working to make resources available to all regardless of income. We're even with other states if not ahead. Linkages are not well promoted at a state level. I think it's done well at a local level. In our town we do cooperate and support each other.

New Century Grant has helped a lot of public libraries provide access to people with disabilities. The state has made a concerted to make sure libraries are in compliance with ADA. School libraries make sure when there's new construction that we're accessible. School libraries don't do much with public/private partnerships. My overall assessment is that Maine libraries are ahead of the middle of the pack.

Overall they're doing well. There is probably some geographic disparity. Maine libraries are all across the board as to the resources they receive or how they're set up. There's a lot of collaboration. There's a listserv..ask for advice. There's a real sincere intention. I would rate Maine highly in electronic networks. There is much sharing. There are listservs for different interest groups. Linkages are very good. The listserv is open to all types of libraries. Partnerships vary from one region to another. Overall it's good. Some libraries more aware of the opportunities than others. Diversity is very good. Outreach from the Maine State Library is excellent.   The Coordinator is very dedicated to serving underserved. Maine Humanities Council has been a good resource for Maine libraries…new books new readers program. Literacy for adults. Efforts to reach out to immigrant populations, ESL. Maine's first lady is very interested in children's family literacy. She was a teacher. Verizon has made monetary donations. Business, school and public libraries are cooperating in this program. Governor's office spearheaded the effort.

Electronic networks, linkages, and in targeting the underserved the libraries have done really well. We have a big large print and talking book collection. There are development services the libraries can rely on statewide for employees and trustees. They target people with disabilities and those who have trouble using the library. There is a huge books by mail program that is amazing for people who don't have a library or whose library is not open many hours. Minerva, SOLAR, URSUS provide links between all the libraries. Those linkages allow for the patron with one search to go to all the libraries in the state. The CEO for Infonet is going to further those linkages. With a lot of this the libraries are doing very, very well. We buy a lot of databases that are accessible to any resident in the state. Ability to gain access to print or electronic has so blossomed in the last few years; I can't think of a word grand enough to describe how much this has grown. People have access to things they never had before quicker than every before. The libraries are doing quite well. Partnerships I can't speak to quite as well. There are a lot of connections with historical societies, arts organizations.

We're doing very well on the first three. In particular because of the formation of the Maine InfoNet partnership; this is a big step forward as it looks to expand the digital library throughout Maine. While not exclusively electronic, that is the focus. The multitype cooperation is outstanding and a real step forward. I'm not aware of much related to public/private partnerships.   We could do better in that area or maybe I just don't know what's going on. Diversity, the thrust of the

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statewide digital resources through catalogs to databases crosses economic and geographic lines. We do have a lot of economic diversity in Maine. The work we do with statewide databases and catalogs really make these resources available no matter who you are or where you're at.

We're doing fairly well.   We've been pretty successful with a good suite of databases. We're making progress; it's slow but we're moving. We're exceptional in electronic networks; now we have Minerva and Maine InfoNet. I feel we're one of the leaders in the nation as far as electronic networks. We started with Maine Cat. 20 years ago. That's the role of Minerva and Maine InfoNet for multitype.   There are still a lot of Maine libraries that cannot afford to join Minerva, but they do participate in the Maine InfoNet catalog. It would be nice if we had the funding that all libraries no matter what their economic needs could be part of Maine InfoNet. I don't think we're doing so well in public and private partnerships.

The state library is doing an excellent job with people with various disabilities and various public libraries are addressing the cultural diversity, trying to include programming for different ethnic groups, making sure our collections reflect the diversity of our communities.   We could do more for the underserved. We used to have a lot of bookmobiles traveling rural Maine. Bookmobile may not be the answer nowadays, but something needs to be done to reach large areas of northern Maine where there is much economic disadvantage.

I think with LSTA we've made major headway in electronic networks and access to free information through Marvel and access to a number of catalogs with links to major public and college libraries. That's been of great help in linking people to information regardless of where they live. That's very positive. There has been progress in serving various areas and types of patrons. There has been a major push to reach people who have disabilities through programs such as talking books. There's been good publicity. Those services are becoming more widely known. The project Libraries for Everyone, PR effort through the different regional libraries has brought information about libraries to the public. They done a lot of PR about things libraries can offer in addition to books. That's a plus in terms of the diversity goal.

There are many people that would not have library services without the state library's outreach. We're doing well overcoming geographic barriers. That is the underserved for us in the rural isolated areas. As far as diversity, we do an outstanding job recognizing cultural diversity and trying to incorporate all facets of our culture. Not everybody has the Internet connectivity that they need. That goes back to how rural we are and the lack of funds available. Libraries in this state don't have state of the art stuff. We have partnerships; we share resources as much as we can; we try to include special and university libraries. We are not able to be leaders in technology.   We want to offer new cutting

edge technologies, but we can't afford it. We purchase as we are able from our own budgets, usually well after something has been released.

I think we are addressing all of these goals. We're especially good at linking all types of libraries and developing electronic networks. We could do a little more work on public and private relationships.

It's always a question of infrastructure; some is good; some is bad. The Maine/School library network is good. The problem is the infrastructure in terms of capacity. Some of the heavy school users and larger public libraries are having the same kind of stresses. On the one hand Maine was aggressive when we built infrastructure about 8 years ago. That's good. The development of the individual consortia, such as Minerva and Maine InfoNet, has been good. When you think about networks in Maine it's incredible, multitype and on the same platform. In the last six months we have gotten a lot more direction and structure with the creation of the Maine Info Net Board and hiring an executive director.

Regarding the underserved, ILL has gone way up throughout the state. This is directly the result of the infrastructure. Interlibrary cooperation is tremendous. Prestigious private colleges, university system, public libraries of all sizes and school libraries are in InfoNet. I don't know how you could do any better on the inclusion end. There are things in place for underserved; there are tremendous resources in place with Marvel. I would include business in the underserved. We're not very good at raising awareness about some of our terrific resources. We know it's a problem and we are working on it. People can be underserved if they need info and we're not delivering it in a systematic well known way.

The development of partnerships with other state cultural agencies has been tremendous, for example, the New Century Program. State library is doing tremendous with Humanities Council and state archives. We're inaugurating a statewide marketing campaign for online library business resources coordinated through the state library in cooperation with MaineBiz, the statewide business journal.

Over the past decade there have been many times special library colleagues in New England are envious of where we are in respect to cooperative things, online things we have, Marvel, Minerva. I don't feel that we lag behind.

How important are the various initiatives of the Maine State Library to your library and the people you serve?

Continuing education has a tremendous impact. The consultants provide the bulk of the continuing education efforts around the state. Many of the libraries in the state are run by people without professional training. Given the reality of

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running libraries the continuing education is a worthwhile effort. Sometimes there's almost too much continuing education offered, but a lot is duplicated because we are geographically disbursed. Libraries are not open full time so it is necessary to repeat programs.

The state library has taken an exemplary role in promoting resource sharing: Infonet, catalog, delivery van. Those are visionary moves. The continuing education opportunities could be greatly improved. Consultants do as fine a job as they can with the resources they have. There's room for more continuing education spread throughout the state, having multiple sessions offered around the state. The vast majority happen in central Maine.

When we have access to materials in databases that benefits everybody.

My library could never afford the Marvel databases. The T-1 line was very important. Minerva makes easy access to libraries throughout the state. Those are some things the state has done really well. The big one is the databases which would be prohibitively expensive for some schools. Marvel is a wonderful teaching and information tool. Minerva gives me access to resources I can't afford. I use URSUS and Minerva just to see the resources that are available. They're really important, not just a little important. In our district the consultants provide professional development. I haven't attended a lot because it's difficult for me to get out during the day. It's nice to know there is somebody with connections at the state library who I can talk to…for example, putting thecatalog on the web, calling to get information and advice.

They're a great resource. The consultants are knowledgeable in their own territory and beyond. They're available by telephone and by e-mail. They're pro-active and you can also go and get the help you need. There's access to a professional collection of resource materials.

We work very closely with MSL. We partner with that library. We do rely on MSL. Perhaps not as much as public libraries do. It's a resource we'd all notice if it went away. Together we really do try to expand the services to the citizens.

The MSL is truly a leader in the state. I see this particularly in the partnership between the University of Maine and the state library. We have frequent interaction through the Directors Council and are very engaged together in legislative issues. Without the strong state library we would not be nearly as sharing across the state. We're a relatively under-funded state so it's very important that we work together.

I think they're doing a fairly good job. Continuing education is very lacking and MSL needs to take a stronger initiative to reinstate. We used to have several classes. There's only one now and that's cataloging. Since we have so many libraries not staffed by professional librarians this is important. They provide the

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loan of large print books to our libraries. And their recent initiative providing SRP materials is very much a plus. Consulting is an uneven service. There are some consultants that do an above excellent job, others are weak. We do need to address that unevenness of consultant services. Need more money to update a professional collection.

I think services through the state library are excellent. The consultant staff is excellent. In the past we've used consultant help for facility planning and evaluation. Resource sharing has improved because of the work that has been done in improving ILL services. Just the ability to access resources online has made a huge difference. Using fax and email has made a significant difference to libraries as far as quality and quantity of materials provided. The state and the regional districts have done a good job with continuing education with different district council meetings and workshops. They're doing training in the use of computers now. There's also strong leadership in developing good training opportunities. Some people have commented that there seems to be a slight movement away from the needs of school libraries. It's not at a point where it's really bad, but people are beginning to notice. The state library staff should keep an eye on this.

Without our district consultants I wouldn't know how to deal with political issues and I wouldn't know about affordable professional development opportunities. Professional development indirectly benefits our patrons because we're better librarians. The consultants also bring opportunities closer to us. Without the consultants I'm not sure we would have contact with other libraries or be aware of the strength of other libraries and share resources in that way.

I think they are important. We are a net lender of ILL, but we are seeing that our patrons are borrowing more and more from other libraries as that gets easier to do. I would like to see the state library work more toward a policy on cooperative collection development and retention. We're seeing that print is very important to our patrons. Our patrons are using ILL and are happy with how it works. We need to work more on continuing education programs.

The state library has been phenomenally creative in taking advantage of opportunities. They're smart about leveraging. Databases became reasonable because we had a backbone to deliver them. The state library gets high marks for developing initiatives that build on existing programs. The focus has been on infrastructure. We don't have a good continuing education program any more in the state. The Gates grant has been very helpful, but we don't have enough systematic training going on. We don't bring enough training into the state. I'd like to see us do more in a coordinated fashion. We're not good at that right now.

They are very important. We take advantage of various continuing education offerings and sometimes contribute to them. Because of LSTA everyone in the

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state can access Marvel, online databases.   Staff and students make great use of full text journals that we have access to partly thanks to LSTA. We participate in Minerva. The doctors love it. It's incredibly useful. We're open to the public as well. The other things that LSTA provides, patients and families as well as our staff and students are able to make use of. As money gets tighter it seems we're able to magically provide more, but that is because of these outside developments that augment what we do here.

How well do the services to the blind and to people with disabilities and the outreach programs to children and rural residents meet the needs of Maine residents who have difficulty accessing traditional library services?

I don't have first hand knowledge of this. Quite a few times we have referred people to state/federal program; I think that is worthwhile. Because of the kind of state we are nearly impossible for libraries our size to serve people who are blind. Our children's librarian says the summer reading program is very popular. It's also a good networking tool. Good for kids to know they are part of a statewide effort

Programs for the blind are excellent programs, have an impassioned librarian pushing them. She's to be commended. They could use more promotion. Services to rural communities undermine the efforts of nearby libraries. We have no use for the summer reading program. It is not something that we need here.

I don't know that I can answer this question specifically. I know there are talking books and services to the blind.

The public librarians come to the school and promote the summer reading program. It does help us indirectly.

Outreach services are very effective. A lot of folks have availed themselves of the summer reading program because it gives them an easy way.

The MSL provides a tremendous number of services to persons with disabilities…large print/Talking Books. It would be a huge blow to that population not to have those services. There is a strong and dedicated outreach services department to rural and persons with disabilities. I think the summer reading programs are really rich from what I am able to observe. I've heard nothing but praise.

I think they're doing a good job. The summer reading program is new within the last few years; it's helpful for small libraries that don't have a children's librarian.

As far as visually handicapped service, that has improved. Three years ago I would have said large print collection is terrible, but they are addressing that.

I can't answer those very well because we're a school. Services to the blind…I know those services are offered. How well they're offered I don't know because I don't deal with that through my own school.

Without the state's outreach services shut-ins would not have any sort of reading material. We simply could not pack up a van of materials and deliver them. The outreach service of the MSL is extremely active and fills the needs of those patrons. It's a tremendous help. The summer reading program fills a need for children who can't afford any fee based recreational service. Because of the state library's help we are able to provide a summer reading program that includes a couple hundred kids. It saves the library in costs and planning and development.

I can't see that the summer reading program has helped us reach children. I wish there was more statewide PR about it. The service to the blind works very, very well. I know of many instances where people are getting talking books and are delighted with the service; materials come quickly. I haven't heard about problems at all. There are many people who don't have libraries. We get a lot of those people because we give free cards. I haven't seen a decrease in those people because of the outreach the state is providing.

I feel totally unqualified to answer the outreach part. The summer reading program is very helpful because it helps tie us into a grand theme to the state at large. Having the baseline program articulated is a good thing.

There is a wonderful outreach program, but it is more focused on delivering things to people in their homes. Patients in the hospital could make use of these things, but the reality of hospitalization today is that people are in for a short time and when hospitalized are very ill. It's really the public library that would be dealing with this.

What do you think the top two priorities should be in the next five year plan?

Large part of the state library's thrust now is to boost efforts made by very small libraries in very small communities. I would suggest more effort be made to boost the efforts of larger libraries that have already been successful in reaching out to outlying populations. Ask/enable successful libraries to do more outreach to underserved populations, for example, a statewide library card. Bring more formalized library service to outlying communities using legislation and larger libraries to back them up.

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We have many communities that don't think libraries are a priority in their funding. I would like to see some kind of library legislation/official recognition that the choices those communities have made by not funding libraries still have some kind of price that they pay because they rely on other communities to pick up the slack.

I think that public libraries need to become more professional. There should be state funding for any libraries that meet the minimum definition of a public library. Funding shouldn't fall on municipalities.

Address the change from book to electronic services and provide continuing education for librarians to help the public access electronic resources.

The consortium for continuing and possibly expanding the databases should continue to be a priority. Funding for advocacy. It's certainly a priority for school libraries. I would like to be a web based system. It would help to have a consortium at the state level that could help to find a way to work as a group. Or perhaps somebody at the state could develop a system for smaller libraries.

There is a great deal of interest in having a statewide library borrowing system. There is great interest in having reciprocity. It would take a lot of work because libraries are set up so differently, different funding bases and governing. There continues to be a lot of interest in collaboration when state grant money is available. Examples are 7 groups working together with grant funding. New Century Grants (cultural alliance, museums, libraries, community groups). They did tremendous things with that. Good to see more such efforts. In Maine a little money goes a long way. Continued funding is important.

Maine is rural and poor. One priority would be to continue working on the linkages, electronic network and linkages that bring all libraries together to serve as many people as possible. Expand the services for general learning across the general population from those still in the education system, K-12 through college through graduate school, on to lifelong learning.

Continued development of digital libraries, digitization of materials and local collections, those are our future. State library as a physical entity desperately needs to be addressed. It's really important that something be done about the state library as a place. The building has multiple issues as a structure; it has not aged well. It is in poor physical condition and at capacity; either modernize the current facility or move. Legislative efforts have to continue. We rely on the state librarian to work with our state legislature. Strong and increased support for electronic resources and helping to equalize access are important. Lobbying is right up at the top.

Continuing education, especially for support staff and for people who don't have degree, is important, especially in the one person/two person libraries. They

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need all the help they can get. It needs to be done through some form of distance education. It's very hard to gather people together in one town. Continued improvement in provision of electronic information.
I would hope they would continue to push for legislative support of the statewide electronic programs, the whole Maine InfoNet system with Marvel. That's been a major benefit to people throughout the state of all ages. Support for continuing education of library staff about the electronic programs. Support for publicity about it. Continue to provide training for librarians not familiar with Marvel databases and Maine InfoCat. The more library staff knows about these services, the more people around the state will be able to use them.

The technology needs attention. Our buildings are falling apart. We have leaks, space issues, programs that we would like to provide but there's no money or space. Our buildings eat up a lot of the money that would otherwise go into programming.

Linking all types of libraries and providing good public relations. Regionalization is becoming a priority in Maine. Libraries need to demonstrate that we are very efficient; we cooperate a lot, but we don't blow our horn enough. Expand our service to the underserved. We have to look to how we can expand our e-services, audios, videos, databases. Get broadband at all libraries.

We've got to rebuild our infrastructure and the funding has to be predictable. The second thing is we have to develop a new generation of leaders. I don't think we have the focus and understanding by a new group of people coming up that are trained to do advocacy and governmental relations on the broad scheme of what is going on. Third we somehow need to develop an equitable funding formula that would allow us to create a Maine card. And finally we need a construction program for public libraries. Everything now in Maine is locally funded.

There is an ever increasing focus on literacy at hospitals. The nursing staff in particular is concerned with parent education materials at the right level. There's also a really big focus here on multiculturalism, doing things appropriate to the culture of a patient. Anything that would help us deliver culturally appropriate things or make our patrons more aware would be good.

Is there anything else you'd like to add?

The service for the blind does a great job with outreach. I would like to congratulate them on the job they do. I continue to be pleased and surprised at the support that comes from the state library. They pay attention to what the libraries are doing around the state.

Overall the state library is doing a fine job. They are very responsive and very helpful. I would like to suggest that the state library report their statistics like any other library in the state, circulation, financial information.

Communication between state library and schools has improved over the last couple years. The public benefits when we all work together.

Sometimes school libraries get the feeling that state library is advocating for public libraries. We feel that the work we do is very important. It ends up producing library users for life. We appreciate any kind of consideration we can get.   I'm not saying the state library does a bad job, just sometimes we feel forgotten.

The state library is very welcoming to its community of users. When I go to them I feel I'm getting good advice and turning to friends who want to help me do my job better. They get high marks, dedicated, personable.

I think, and I hear this nationally, the libraries within the state of Maine are very well connected with one another. The state library has taken a leadership role in these areas. I would put Maine up against any other state. All the credit goes go to the state library. They have the initiative and enthusiasm for service to everyone.

I think there needs to be more attention to the tiny libraries that are struggling. We used to have per capita funding. There are many tiny libraries that could use some extra funding.

Overall I would give the state library very positive marks. People there work very well; they provide excellent service, good consultant services, good continuing education opportunities. The work that they've done with the Maine InfoNet system with the regional districts, the University of Maine, the bigger public libraries (Portland/Bangor) as well as support from the legislature is remarkable and has produced at lot of fine resources

MSL is our lifeline with political issues and other challenges. Without being able to pick up the phone we'd be dealing with tough patron and community issues all by ourselves. If the MSL service was removed, our communities would suffer tremendously for not having professionals to call. There is so much we draw on from the state library. They're unsung heroes.

The state library does a good job especially in having all kinds of libraries work together. I think that works well for all of us.

I think that the state library's leadership is very, very good. Creativity is tremendous. We need to devote some energy into developing a new group of

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leaders and we need to get a new sense of the challenges libraries are facing through a governor's conference on public libraries.

I think that their heads (at the state library) are in the right place. They do wonderfully with the amount of resources they have. I commend them. They work very well to use LSTA to leverage more from state legislature. They're really working on having resources that involve everyone in the state. I'm real happy. I think they do a great job.

Interviewees:

RICH BOULET, Vice-President, Maine Library Association, Blue Hill Public Library

TERI CAOUETTE, President, Maine Association of School Libraries, Lincoln Middle School, Portland

DONNA CHALE, 2nd VP Maine Association of School Libraries, Warsaw Middle School, Pittsfield

JO HIPSHER, Chair, Central Maine Library District Executive Board, Brunswick High School

SUELLEN JAGELS, Eastern Maine Medical Center, Parrot Health Sciences Library. Member, InfoNet Executive Board, Immediate Past Member, Maine Library Commission

NIKKI MAOUNIS, President, Maine Library Association, Rockland Public Library

BARBARA McDADE, Director, Area Reference and Resource Center, Bangor Public Library

NANCY McGINNES, President, Friends of Maine Libraries, Hallowell

STEPHEN PODGAJNY, Area Reference and Resource Center Director, Portland Public Library

JOYCE RUMMERY, Dean of University Libraries, University of Maine, Maine Library Commission

ELIZABETH MORAN, Immediate Past Chair, Maine Library Commission, Director, Camden Public Library

DAVID NUTTY, Director of Libraries, University of Southern Maine, Chair of InfoNet Board

SONJA PLUMMER-MORGAN, Chair, Northeastern Maine Library District, Presque Isle Public Library

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APPENDIX C
Maine LSTA Web Survey Report

One hundred sixty-seven librarians responded to the web survey conducted as a part of the LSTA evaluation for the Maine State Library (MSL). The survey was developed jointly by the consultants and MSL staff, mounted on the consultants' website, and promoted by MSL to the Maine library community.

Executive summary:
While representatives from all types of libraries responded to the survey, the highest percent of the respondents worked in public libraries. Over half of the respondents were library directors.

- Respondents believe Marvel addresses the needs of Maine libraries and residents very well (over 4.5 on a 5-point scale).
- The Maine School and Library Network also received a very high score in addressing the needs of Maine libraries and residents.
- Seventeen percent of those rating the Area Reference and Resource Center Libraries said those libraries addressed the needs of Maine libraries and residents 'very poorly,' although overall the Area Reference and Resource Center Libraries received an above average score.
- Large print collections for loan to public libraries and the summer reading program for juvenile readers also received high ratings for meeting the needs of Maine residents who have difficulty accessing traditional library services; however, approximately a third of the respondents did not know enough about these services to rate them.
- MARVEL is the most important service provided by the Maine State Library.
- Respondents highly agreed with three statements: affordable van delivery is a top priority for Maine libraries; interlibrary loan works well in Maine; and great strides have been made in resource sharing in recent years.
- They disagreed with two statements: the collections at the Area Reference and Resource Center Libraries are out of date and Minerva should be self-supporting. However, approximately two/thirds of the respondents had no opinion about those two statements.
- Although respondents had many suggestions on what the top priority for the next five-year LSTA plan should be, they were supportive of the current direction of the Maine State Library and used words like broaden, continue, expand, and keep to describe what they thought the top priority should be.

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Who participated?
Fifty-seven percent (57.49%) of the respondents were in public libraries although there were also representatives from school library media centers, special libraries, and academic libraries.

Type of Library	Percent
Public library	57.49%
School library/media center	27.54%
Special library	4.19%
Academic – 4 year publicly funded	2.99%
Academic – 4 year privately funded	1.80%
Academic – 2 year technical or community college	1.80%

Fifty-four percent (53.89%) were library directors.

Position Title	Percent
Library director	53.89%
School library/media Specialist	20.96%
Reference/information services librarian	4.79%
Cataloger/bibliographer	1.80%
Children's/youth services	1.20%
Information literacy/bibliographic instruction specialist	1.20%
Other	8.38%

Those who checked 'other' keyed in position titles that ranged from 'all of the above' to 'library assistant,' to various combinations of positions.

The highest percent (31.74%) said their library had 1.01 to 3.00 full-time equivalent (FTE) paid staff. Similarly, the highest percent (28.14%) said their library's materials budget was between $10,001 and $25,000.

How well do MSL services address the needs of Maine libraries and residents?
Respondents were asked to rate eight services provided by MSL in terms of how well those services address the needs of state libraries and residents. They were to use a scale of 1 to 5, with 1 indicating 'very poorly,' and 5 indicating 'very well.' Alternatively, they could check 0 to indicate 'don't know' or 'no opinion.' The 0 scores were not included in the calculation of mean scores for the services. The table below gives the services in descending mean score order. Note that a mean score of 3.0 would indicate neither poorly nor well, average.

MSL Service	Mean Score
Marvel	4.50
Maine School and Library Network	4.48
Maine Info Net	4.36
Maine Regional Library System	4.26
Minerva	4.20
District Consultants	4.15
Library Development Consultants (school & technology)	3.91
Area Reference & Resource Center Libraries	3.65

All of the services were rated above 3.0, which would have been average. Marvel and the Maine School and Library Network scored highest, the Area Reference and Resource Center Libraries lowest. Seventeen percent (16.97%) of those rating the Area Reference and Resource Center Libraries said those libraries addressed the needs of Maine libraries and residents 'very poorly.'

Respondents were able to check 'other' and to key in additional services or comments and to give them a rating as well. Sixteen people did so; the reader is referred to the Text Responses that follow the compilation of responses at the end of this appendix.

How well do the following services address the needs of Maine residents who have difficulty accessing traditional library services?
This question asked respondents to rate five services, again using the five-point scale with 1 indicating 'very poorly,' and 5 indicating 'very well.' As before, they could check 0 to indicate 'don't know' or 'no opinion' and the 0 scores were not included in the calculation of mean scores for the services.

Service	Mean Score
Large print collections for loan to public libraries	4.36
Summer reading program for juvenile readers	4.35
Statewide toll-free 800 telephone line for patron use	4.18
Library for the Blind and Physically Handicapped	4.18
Books by Mail	4.12

All four of these services received mean scores of 4.0 or above, indicating the respondents believe the services address needs well. However, fifty-one respondents checked 'don't know' or 'no opinion' for the summer reading program for juvenile readers and higher numbers checked 'don't know' for the other four services, the highest being 87 who didn't know about the statewide toll-free 800 telephone line for patron use. These numbers probably reflect

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respondents from libraries whose patrons do not use the service; however, that lack of awareness may be something the library community should address.

Which two programs or services of the Maine State Library are most important to your library?
Some respondents listed multiple first choice services and multiple second choices; the same service was sometimes called by different names, so it is difficult to be precise in sharing the answer to this question. MARVEL was cited most frequently as the most important service; it was also cited most frequently as the second most important service.
The responses are listed in the Text Responses at the end of this appendix.

Levels of agreement with statements made in focus groups and interviews
The next questions were a series of statements that the consultants had heard in Maine focus group sessions and interviews. The web survey respondents were asked to indicate their level of agreement with each of the eleven statements using a scale of 1 to 5, with 1 being 'highly disagree' and 5 being 'highly agree.' They were able to check 0 to indicate 'don't know' or 'no opinion.'

Statement	*Mean Score*
Affordable van delivery is a top priority for Maine libraries.	4.46
Interlibrary loan works well in Maine.	4.35
Great strides have been made in resource sharing in recent years.	4.24
I or my staff use(s) the MSL website at least weekly.	3.91
The MSL is adequately staffed to serve the needs of Maine libraries and residents.	3.25
Video conferencing capabilities should be a top priority for Maine libraries.	3.19
Continuing education opportunities available to me/my staff are adequate to meet our needs.	3.02
Connectivity is the biggest technology issue facing my library.	2.88
The best way to form partnerships is at the local (rather than the state) level.	2.86
Minerva should be self-supporting.	2.77
The collections at the Area Reference and Resource Center Libraries are out of date.	2.54

There was a high level of agreement (4.46 out of 5) with the statement, "affordable van delivery is a top priority for Maine libraries." The statements, "Interlibrary loan works well in Maine" and "Great strides have been made in resource sharing in recent years," also received mean scores above 4.0, which would indicate a high level of agreement. At the opposite end of the ratings, four statements received mean scores below the mid-point of the scale, indicating mild disagreement with the statement. "The collections at the Area Reference

and Resource Center Libraries are out of date" statement received a mean score of 2.54.

Again, a 3.0 mean score would be the mid-point and in this case would indicate neither an agreement nor a disagreement with the statement. One might consider the scores as high levels of agreement with the scores above 4.00, mild agreement with the scores between 3.0 and 4.0, and mild disagreement with the scores below 3.0.

The top priority service or program for the Maine State Library for the coming five-year LSTA Plan should be
Respondents were asked to key in what they believed the top priority for the next LSTA Plan should be. Many of the responses were in the broaden, continue, expand, keep mode, presumably from librarians in Maine who believe the current direction of the Maine State Library is the right one for Maine libraries. Several of the responses emphasized more for small libraries. A few were concerned about correcting problems—adding staff at the state level, correcting problems in Minerva "in a more timely way," reorganizing the ARRCs. The responses are listed in the Text Responses at the end of this appendix.

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APPENDIX C - Maine LSTA Evaluation - Web Survey Report

	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Rating of how well services address the needs of Maine libraries and residents			
Maine Regional Library System			
1 - Very Poorly	1	0.63%	0.60%
2	4	2.52%	2.40%
3	24	15.09%	14.37%
4	54	33.96%	32.34%
5 - Very Well	76	47.80%	45.51%
0 - Don't Know - No Opinion	8		4.79%
Mean	**4.26**		
Area Reference and Resource Center Libraries			
1 - Very Poorly	28	16.97%	16.77%
2	7	4.24%	4.19%
3	18	10.91%	10.78%
4	53	32.12%	31.74%
5 - Very Well	59	35.76%	35.33%
0 - Don't Know - No Opinion	2		1.20%
Mean	**3.65**		
District Consultants			
1 - Very Poorly	4	2.61%	2.40%
2	5	3.27%	2.99%
3	19	12.42%	11.38%
4	61	39.87%	36.53%
5 - Very Well	64	41.83%	38.32%
0 - Don't Know - No Opinion	14		8.38%
Mean	**4.15**		
Library Development Consultants (school and technology)			
1 - Very Poorly	2	1.63%	1.20%
2	4	3.25%	2.40%
3	31	25.20%	18.56%
4	52	42.28%	31.14%
5 - Very Well	34	27.64%	20.36%
0 - Don't Know - No Opinion	44		26.35%
Mean	**3.91**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Maine School and Library Network			
1 - Very Poorly	1	0.67%	0.60%
2	1	0.67%	0.60%
3	9	6.04%	5.39%
4	53	35.57%	31.74%
5 - Very Well	85	57.05%	50.90%
0 - Don't Know - No Opinion	18		10.78%
Mean	**4.48**		
Maine Info Net			
1 - Very Poorly	0	0.00%	0.00%
2	3	1.91%	1.80%
3	21	13.38%	12.57%
4	50	31.85%	29.94%
5 - Very Well	83	52.87%	49.70%
0 - Don't Know - No Opinion	10		5.99%
Mean	**4.36**		
Minerva	1	0.76%	0.60%
1 - Very Poorly	4	3.03%	2.40%
2	23	17.42%	13.77%
3	43	32.58%	25.75%
4	61	46.21%	36.53%
5 - Very Well	35		20.96%
0 - Don't Know - No Opinion	**4.20**		
Mean			
Marvel			
1 - Very Poorly	0	0.00%	0.00%
2	5	3.14%	2.99%
3	10	6.29%	5.99%
4	44	27.67%	26.35%
5 - Very Well	100	62.89%	59.88%
0 - Don't Know - No Opinion	8		4.79%
Mean	**4.50**		

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APPENDIX C - Maine LSTA Evaluation - Web Survey Report

	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Rating of how well the following services address the needs of Maine residents who have difficulty accessing traditional library services			
Library for the Blind and Physically Handicapped			
1 - Very Poorly	0	0.00%	0.00%
2	1	1.09%	0.60%
3	18	19.57%	10.78%
4	36	39.13%	21.56%
5 - Very Well	37	40.22%	22.16%
0 - Don't Know - No Opinion	75		44.91%
Mean	**4.18**		
Books by Mail			
1 - Very Poorly	0	0.00%	0.00%
2	4	4.21%	2.40%
3	18	18.95%	10.78%
4	36	37.89%	21.56%
5 - Very Well	37	38.95%	22.16%
0 - Don't Know - No Opinion	72		43.11%
Mean	**4.12**		
Statewide toll-free 800 telephone line for patron use			
1 - Very Poorly	1	1.25%	0.60%
2	0	0.00%	0.00%
3	16	20.00%	9.58%
4	30	37.50%	17.96%
5 - Very Well	33	41.25%	19.76%
0 - Don't Know - No Opinion	87		52.10%
Mean	**4.18**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Summer reading program for juvenile readers			
1 - Very Poorly	1	0.86%	0.60%
2	2	1.72%	1.20%
3	10	8.62%	5.99%
4	45	38.79%	26.95%
5 - Very Well	58	50.00%	34.73%
0 - Don't Know - No Opinion	51		30.54%
Mean	**4.35**		
Large print collections for loan to public libraries			
1 - Very Poorly	1	0.93%	0.60%
2	2	1.87%	1.20%
3	13	12.15%	7.78%
4	33	30.84%	19.76%
5 - Very Well	58	54.21%	34.73%
0 - Don't Know - No Opinion	60		35.93%
Mean	**4.36**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Which two services of the Maine State Library are the most important to your library?			
	See text responses		
Degree of agreement or disagreement with the following statements			
Continuing education opportunities available to me/my staff are adequate to meet our needs			
1 - Highly disagree	11	7.33%	6.59%
2	32	21.33%	19.16%
3	63	42.00%	37.72%
4	31	20.67%	18.56%
5 - Highly agree	13	8.67%	7.78%
0 - Don't Know - No Opinion	17		10.18%
Mean	**3.02**		
Video conferencing capabilities should be a top priority for Maine libraries			
1 - Highly disagree	3	2.17%	1.80%
2	33	23.91%	19.76%
3	54	39.13%	32.34%
4	31	22.46%	18.56%
5 - Highly agree	17	12.32%	10.18%
0 - Don't Know - No Opinion	29		17.37%
Mean	**3.19**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Interlibrary Loan works well in Maine			
1 - Highly disagree	1	0.62%	0.60%
2	4	2.48%	2.40%
3	16	9.94%	9.58%
4	56	34.78%	33.53%
5 - Highly agree	84	52.17%	50.30%
0 - Don't Know - No Opinion	6		3.59%
Mean	**4.35**		
The Maine State Library is adequately staffed to serve the needs of Maine libraries and residents			
1 - Highly disagree	12	9.38%	7.19%
2	18	14.06%	10.78%
3	44	34.38%	26.35%
4	34	26.56%	20.36%
5 - Highly agree	20	15.63%	11.98%
0 - Don't Know - No Opinion	39		23.35%
Mean	**3.25**		
Minerva should be self-supporting			
1 - Highly disagree	21	20.39%	12.57%
2	16	15.53%	9.58%
3	40	38.83%	23.95%
4	18	17.48%	10.78%
5 - Highly agree	8	7.77%	4.79%
0 - Don't Know - No Opinion	64		38.32%
Mean	**2.77**		

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APPENDIX C - Maine LSTA Evaluation - Web Survey Report

	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
The collections at the Area Reference and Resource Center Libraries are out of date			
1 - Highly disagree	23	23.23%	13.77%
2	18	18.18%	10.78%
3	40	40.40%	23.95%
4	18	18.18%	10.78%
5 - Highly agree	0	0.00%	0.00%
0 - Don't Know - No Opinion	68		40.72%
Mean	**2.54**		
The best way to form partnerships is at the local (rather than the state) level			
1 - Highly disagree	22	15.07%	13.17%
2	27	18.49%	16.17%
3	57	39.04%	34.13%
4	29	19.86%	17.37%
5 - Highly agree	11	7.53%	6.59%
0 - Don't Know - No Opinion	21		12.57%
Mean	**2.86**		
Great strides have been made in resource sharing in recent years			
1 - Highly disagree	1	0.69%	0.60%
2	3	2.08%	1.80%
3	25	17.36%	14.97%
4	47	32.64%	28.14%
5 - Highly agree	68	47.22%	40.72%
0 - Don't Know - No Opinion	23		13.77%
Mean	**4.24**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Affordable van delivery is a top priority for Maine libraries			
1 - Highly disagree	1	0.79%	0.60%
2	2	1.57%	1.20%
3	15	11.81%	8.98%
4	28	22.05%	16.77%
5 - Highly agree	81	63.78%	48.50%
0 - Don't Know - No Opinion	40		23.95%
Mean	**4.46**		
I or my staff use(s) the Maine State Library website at least weekly			
1 - Highly disagree	7	4.38%	4.19%
2	14	8.75%	8.38%
3	32	20.00%	19.16%
4	41	25.63%	24.55%
5 - Highly agree	66	41.25%	39.52%
0 - Don't Know - No Opinion	7		4.19%
Mean	**3.91**		
Connectivity is the biggest technology issue facing my library			
1 - Highly disagree	27	17.53%	16.17%
2	36	23.38%	21.56%
3	41	26.62%	24.55%
4	29	18.83%	17.37%
5 - Highly agree	21	13.64%	12.57%
0 - Don't Know - No Opinion	13		7.78%
Mean	**2.88**		

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
The top priority service or program for the Maine State Library for the coming five year plan should be:			
	See text responses		
Indicate the type of library you represent			
Public Library	96	57.49%	
Combined school/public library	0	0.00%	
School library/media center	46	27.54%	
Academic - 4 yr - privately funded	3	1.80%	
Academic - 4 yr - publicly funded	5	2.99%	
Academic - 2 yr technical or community college	3	1.80%	
Special	7	4.19%	
Other	3	1.80%	
None of the above/No Response	4	2.40%	

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	Responses	Percentage of Responses Excluding Don't Know/No Opinion Responses	Total Percentage
Select the title that represents your duties			
Library director	90	53.89%	
School library/media specialist	35	20.96%	
Reference/information services librarian	8	4.79%	
Children's/youth services librarian	2	1.20%	
Cataloger/Bibliographer	3	1.80%	
Technology coordinator	0	0.00%	
Acquisitions librarian	0	0.00%	
Information literacy/bibliographic instruction specialist	2	1.20%	
Others	14	8.38%	
None of the above/No Response	13	7.78%	
Number of FTE staff			
Less than 1	27	16.17%	
1.00	26	15.57%	
1.01 - 3.00	53	31.74%	
3.01 - 5.00	23	13.77%	
5.01 - 10.00	17	10.18%	
10.01 - 20.00	12	7.19%	
More than 20	5	2.99%	
No Response	4	2.40%	
Materials budget			
Under $ 2,000	10	5.99%	
$ 2,001 - $ 5,000	30	17.96%	
$ 5,001 - $ 10,000	27	16.17%	
$ 10,001 - $ 25,000	47	28.14%	
$ 25,001 - $ 50,000	22	13.17%	
$ 50,001 - $ 75,000	8	4.79%	
$ 75,001 - $ 100,000	4	2.40%	
Over $ 100,000	8	4.79%	
No Response	11	6.59%	

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APPENDIX C
Maine LSTA Evaluation – Web Survey Report

Rating of how well services address the needs of Maine libraries and residents – OTHER
NOTE: Numbers that follow text indicate the rating that respondents gave the service they identified. A 1 represents "Very Poorly" while a 5 represents "Very Well."

Absence of state Youth Services Consultant	1
Delivery system	3
Encouraging innovation and service excellence at local level	1
Encouraging innovation and service excellence at local level	1
General Source of Professional Information	5
Helping a new public librarian get acclimated	5
ILL	5
Interlibrary loan	5
Interlibrary loan of non-book materials	2
Maine State Library	4
More databases please	
State Library and InfoNet staff (individually & collectively)	5
State Library Leadership on library-related issues	3
Tech circuit riders Susanne and Ben	5
Technology training and support for small libraries before changes are made	1
Van Delivery Service	4

Service offered by the Maine State Library that is most important to my library
(To shorten the length of this appendix the identical responses below have been combined. This is indicated in parentheses with the number who gave this response.)

Access to online databases
Annual workshops
Area Reference and Resource Center Libraries (2 gave this response)
Blind and physically handicapped   (2 gave this response)
Books by mail   (5 gave this response)
Catalog card printing service
Circuit Rider program
Construction Grants
Distributing info about resources, programs, opportunities, etc.
District Consultants   (8 gave this response)
Interlibrary Loan   (15 gave this response)
Internet Access
Job Information
Large Print Collection & Summer Reading Program
Large Print collections   (8 gave this response)
Maine Info Net   (4 gave this response)

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Maine Infonet Minerva and Marvel
Maine Library Network
Maine Regional Library System
Maine School and Library Network   (13 gave this response)
Maine School and Library Network (Internet Access)
MaineCat
MARVEL   **(31 gave this response)**
MARVEL - Research databases
MARVEL & SCOOP
MINERVA   (15 gave this response)
MSLN   (17 gave this response)
SCOOP discount program
SMLD services
Summer Reading Program   (7 gave this response)
Summer reading program for juvenile readers   (3 gave this response)
Tech circuit riders for tech support
Tech support

Service offered by the Maine State Library that is SECOND most important to my library

Area Reference and Resource Centers   (3 gave this response)
ARRC Libraries (especially Bangor)
Books By Mail   (3 gave this response)
Books by mail--the three towns served by our high school have no libraries
Collections on loan
Computer training/ database training
Continuing education
Development consultants
District consultants   (6 gave this response)
Free internet
HANDICAPPED
Info/guidance from Benita Davis at Bangor library
Interlibrary Loan   (11 gave this response)
Interlibrary Loans and Large Print
Large print books   (6 gave this response)
Large print collections for loan to public libraries   (9 gave this response)
Library for the Blind and Physically Handicapped   (6 gave this response)
Maine Infonet   (9 gave this response)
Mainecat   (3 gave this response)
MARVEL   **(25 gave this response)**
MINERVA (8 gave this response)
MSLN   (10 gave this response)
Outreach Program
Professional Development and Networking
Professional literature collection
Professional Resources
Reference Support
Regional centers

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Regional Library
Regional Library System   (3 gave this response)
Resource libraries
School Library Media Consultant   (2 gave this response)
Southern Maine Library District   (2 gave this response)
Statewide toll-free 800 line for patron use
Summer Reading Program   (12 gave this response)
Technical Assistance
Technology training and grants
The website-- an invaluable resource
Toll-free #
UNET Help desk

The top priority for the next five-year LSTA Plan should be:

Access to delivery service for small libraries

Addition of a state Youth Services Consultant
Address space problems in the Cultural building
Affordable resource sharing for remote areas. The van service, even on a once-a-week basis, is out of our reach, and some libraries are not lending to groups not on the delivery service.
Affordable van delivery   (3 gave this response)
Affordable Van Delivery Service for Small Libraries
Broadening MARVEL! - recommend you include Reference USA and Heritage Quest
Broadening the scope of Maine InfoNet to embrace all libraries in Maine
Cheaper van delivery
Clarify and simplify info about new computers, hardware and software for small libraries with almost nonexistent budgets
Communication -- electronic or otherwise
Consolidating or Pooling Resources So that more is made of what we have already.
Connectivity   (2 gave this response)
Connecting all libraries to SOLAR
Continue MARVEL,
Continue to make MSLN and MARVEL databases available also making downloadable audio books available to Maine residents-not necessarily top.   (2 gave this response)
Continuing access to databases for all Maine citizens from any computer - home or library
Continuing education programs   (3 gave this response)
Continuing to add resources to MARVEL
Continuing to expand electronic resources and knowledge base
Delivery service for all libraries providing with state funding.
Distributing services and professional opportunities equally throughout the state
Electronic access, meaning more computers
Equalized borrowing and lending among all Maine library systems. Subsidized van delivery.
Expanding MARVEL resource collection   (2 gave this response)
Expanding staff and advocating for more funding
Financial or free services support for small libraries (or all libraries in need)
Finding a way to correct problems in Minerva in a more timely way. It may be lack of staff or some other reason, but the wait time is too long for "corrects."
Focusing on the needs of an aging population & rural library services.

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Fostering further regionalization to make cooperation more geographically comfortable for libraries. Statewide partnerships are important, but regional ones are more likely to be successful and useful.

Free incorporation of small (read no funding) libraries

Funding the van delivery service

Getting more resources available to extremely rural areas

Good access to library materials across the state

Help for libraries in area of technology

Help to provide small public libraries with discounted phone rates which don't involve the extreme complications e-rate entails.

Helping libraries reasonably obtain technology and teaching how to use it!

ILL   (3 gave this response)

Improve ease of use of Maine Info Net/Minerva

Improved training as new initiatives are introduced such at Minerva   (2 gave this response)

Improving access to Maine Infonet/designing one portal to all information services

Improving the infrastructure to support heavier use of internet

Increase the MARVEL offerings and train all librarians to use MARVEL

Increasing MARVEL resources

Keep/expand Marvel

Keeping Minerva affordable - especially for the small public library

Keeping public libraries updated with technology

Keeping up with technological advances and making them accessible to all patrons

Keeping up with technology, providing online fee-based (MARVEL) resources for Maine residents, and educating librarians and the public about them.

Maintaining and continuing support of MARVEL

Maine School and Library Network   (3 gave this response)

Maine State Library resources

Maintaining and expanding Marvel databases

Maintaining and improving free state-wide online resources through Marvel.

Making MINERVA more affordable

Making Minerva, ILL, delivery services, connected services, etc., affordable for small libraries.

MARVEL   (3 gave this response)

MARVEL database and outreach services to the elderly and physically handicapped

MARVEL databases – expand offerings

MARVEL! Enhancements

Minerva

Minerva and MSLN

Minerva should be self supporting.

Minerva, it opens so many resources to patrons

More outreach to local libraries.

More training on Minerva. This is a powerful program that could be working harder for us.

MSLN   (5 gave this response)

New construction or renovation grants

Not sure   (2 gave this response)

Online resources

Outreach to towns without public libraries; ongoing in-service for librarians/media specialists

Partnerships at the Local Level and Support for small rural libraries

Patron access to any library - a state or county library card

Plan should be flexible and adaptable to constantly changing technology

Professional Development and sharing of resources

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Promoting library services to Maine people and advocating for library staff
Promoting lifelong learning and the role of libraries in the creative economy
Promoting Maine libraries so that they are funded as the vital service they are to Mainers.
Public relations campaign to raise awareness of the value of the local public library
Regional programs and support
Reorganizing the ARRCs perhaps making regional service centers instead
Resource sharing
Resource Sharing & Cooperative Collection Development
Resource sharing coupled with statewide delivery service
Resource sharing: build print and electronic collections to give patrons what they want in a timely manner
Shared system for all libraries
Sharing resources
Statewide patron card and or online catalog of all libraries
Stop favoring MINERVA libraries
Streamlining requirements for MSLN membership for libraries with limited staff
Support of the delivery service
Technology   (3 gave this response)
Technology training   (3 gave this response)
Technology/connectivity/computers
Technology/information access for all
To ensure there are no cutbacks to services
Updating collection and increasing staffing at MSL
Van Service for everyone
Video conferencing for support to outreaching libraries
Web-based information and professional development

Duties of survey respondents - OTHER

Access Services/Interlibrary Loan
All of the above   (2 gave this response)
…and Reference Librarian
Assistant
Assistant Librarian as well as above
Cataloguer, technology coordinator, desk services, etc.
Circulation Librarian
Deputy Director/Technical Services Librarian
Educational Technician in charge
I AM IN CHARGE OF OREDING BOOK, OFFICE SUPPLIES, AND NEARLY ALL DECISION AS FAR AS DAY BY DAY RUNNING OF THE LIBRARY.
I run a 1 person library so most of the above qualifies
I'm the assistant director: reference, technology, cataloging are all hats I wear
I'm the entire staff-I do everything.
Library assistant
Library Assistant/Technician
Most of the above-Director; Cataloging; Acquisitions; Reference; Technology
Reference/Catalog/Technology Coordinator
School District Administration (4 schools)

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Additional comments – Any topic

Combining the school libraries and the public/special libraries sometimes seems to be unrealistic for the needs of either.

Coming from Washington State, I am very impressed with what is offered to and through Maine public libraries because of cooperative efforts made possible by MSL. I don't yet have experience with all of the programs in order to comment on them.

Communicating the programs and services available is a priority. I feel it is most important to keep library personnel informed and trained to use the programs and services so that they can pass along the skills and knowledge to patrons. That is why I feel professional development is so important. I fear that we under-utilize the wonderful resources available to us from lack of knowledge, understanding and timely support.

Federal/State financial support of one automated catalogue/circulation system so all libraries can participate is critical to effective access to and use of library collections throughout the state.

Good Luck with your Survey.

I appreciate the depth, breadth and accessibility of the content on the MSL web site, but I have a really hard time finding what I need on it. It might be a good idea for Ellen to host focus groups or usability tests with librarians to find out what we really use and how we get there. I also have some concerns about Books by Mail's participation in Minerva -- it is unclear whether they are contributing as much as they are getting from the consortium. We seem to lend them a lot of material but rarely get much from them, particularly new titles. That could just be a matter of perception but the situation could bear some scrutiny for the sake of clarity.

I believe that the State should be in the business of providing the networks and systems to make connectivity and resource sharing possible (both funds and staff) but the local institutions should be left to develop their own cooperative agreements to share their resources and to provide for the quality and scope of their collections, databases and training using cooperative funding, staffing and budgeting. Consortia like MINERVA should be self-sustaining beyond state provision of the networking and shared management (hardware & Software) infrastructure.

I do not understand why the question about Minerva being self-supporting was included.

I love MARVEL--I use it and "push it" frequently. I also think we have done amazingly with ILL over the past few years--as a Minerva library, I am thrilled to be able to provide our patrons with the materials we can in a timely fashion, thanks to cooperation amongst the libraries in the state of Maine! Van delivery service makes this possible.

If I had been able to attend one of the focus group sessions, I would have expressed frustration that little is shared by the State Library related to how its programs are funded. It would have been a challenge to participate in a focus group without this knowledge. With the technology available, including email, listservs and websites, there is no reason for the lack of communication. Some states make LSTA funding available to other libraries within their state. If Maine feels that the funds should be spent on cooperative projects or to staff the state library, please share that logic with all of the taxpayers in the state - some of whom are also managing libraries at the local level.

I searched for the current LSTA plan on our MSL website. I did not find it - not even a link. I did find it on the IMLS site and learned that one of public awareness activities was to make the plan "available for public inspection" on the MSL website. I expected to see the plan and the budget associated with the awarded funds. I found instances of evaluations being listed after the fact but not the plan that is in place.

Please share what proportion of the state's services are funded by a)LSTA or other federal sources, b)state funds - identifying various technology funds, University and operating budgets, and c) private grants - Gates, etc.

I loved the concept of the road shows several years ago. I would like to feel my views matter in years other than those when the LSTA funding is up for renewal.

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If we are supposed to compete in the 21st century this program is essential.
In 2003, I attended a PLA/ALSC seminar on their joint program to revolutionize the delivery of emergent literacy programs in public libraries. I, representing one independent public library, was the only librarian from Maine in the room. My jurisdiction ends at the city line. It is a scandal that there was no representative from the MSL there to learn about the PLA/ALSC initiative and then to return home to coordinate its implementation around the state.

There are "children's librarians" in Maine who do not know how to do a story time. At an SMLD sharing session recently, the common lament was that they couldn't get children to sit still to listen to stories, so more and more of their energies went to crafts. Reading aloud to children in a way that delights and transfixes is a skill that can be taught, but there is no one teaching it. If a library cannot provide a story time that revolves around stories to its constituency, what does that mean about the library's ability to foster a lifelong habit of literacy?

The state BADLY needs a Youth Services consultant to provide continuing education for children's and young adult librarians--professional, paraprofessional, or volunteer--to coordinate statewide youth literacy initiatives, and to provide that expertise needed to lift youth services into the 21st century.

Technology support is fine and good, but if we're neglecting the literacy role of the library in children's lives, we're not being libraries, we're being computer centers.
Maine State Library does a great job with the resources available but like most libraries is understaffed and financially under-supported. I am concerned that we are already stressing our infrastructure too much at a time when we need to be expanding services!
MARVEL, MINERVA and MSLN have made my library an integral part of the statewide system. We (the staff and some of our patrons) dreamt of having a iii online catalog and it seemed it would always be just a dream. The state programs, thanks in large part to LSTA funding, have brought the dream to reality. Yes, there are things still to be achieved: a seamless portal, federated searching and broader membership in the system, to name a few. But the LSTA funding has been put to great use and has been vital to Maine libraries and their patrons.
NMLD needs more programs and trainings in our part of the state. Circuit riders need to be out in the field more, visit all libraries to learn about us and our tech needs so when we have problems our systems are familiar to them. Also provide continuing education to library staff as they visit. State wide tech plans and e-rate support. Where does my library need to be headed "tech-wise."

Small libraries need all the help they can get both monetarily and technologically. We need both monetary and personnel support from the State Library, ARRCs, and Regional Consultants for programming, ILL, Van Delivery etc. I know that we receive many of these but want to emphasize how important it is to continue to fund what we already have and also look at how we can be helped further to deliver the necessary services today to our patrons. Thanks for your time and concern.
Smaller & rural public libraries are NOT providing services equal to those of the larger public libraries. Budget constraints mean fewer Large Type & recorded books. Requests for these items take time, which mean a patron with limited access must wait for some time to get materials. Many times the requests cannot be filled at all. This should be a major priority in upcoming years, especially with an aging population in the State! The District Consultants are great!
Thanks for your support and help through the years.
The budget for books is almost nonexistent because funds from the town and from a very small endowment do not even cover utilities and maintenance. A half dozen volunteers try to raise money in a small town in Washington County. We rely on the kindness of strangers. Are there any LSTA programs that provide ways/funds to update the collection, especially nonfiction and reference?

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The LSTA program gives the patrons of our library easy access to resources that this library would be unable to provide on our own. It helps me as the librarian by answering questions or assisting with problems that I have. And it offers valuable workshops that improve my abilities to serve our library users.

The Maine State Library provides excellent service and programs to the people and libraries of the state. It provides excellent leadership in developing new services and programs. It is essential to the state, and is to be commended for all it does.

The Maine State Library serves the residents of Maine very well! The services provided by the State Library help to level the playing field for many libraries in Maine who would otherwise not be able to afford the services offered. The staff are excellent and the technology and services offered by the State library are second to none! Maine residents are very fortunate to have such wonderful offerings by the State Library.

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The Northern district needs to have the same type of consulting services as the southern part of the state. I realize it is a bigger district and perhaps harder for the consultant to get to, but I read what other districts are doing on MELIBS and wonder why we are being short changed in our district. I keep hearing about "cluster groups" what is that and why isn't there something going on within a 50 mile radius of Bangor? Maybe the county could do something like that so that there could still be meetings on a "regular" basis and we could build more collaborative relationship.   Thank you for your time.

We are a very small one room library in a very small town so unfortunately most of your questions do not apply. One paid Librarian (myself) has a wonderful helper who ran a very successful summer reading program and has carried it over into the winter months with a much smaller group. We are always thinking of ways to increase our patrons.

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