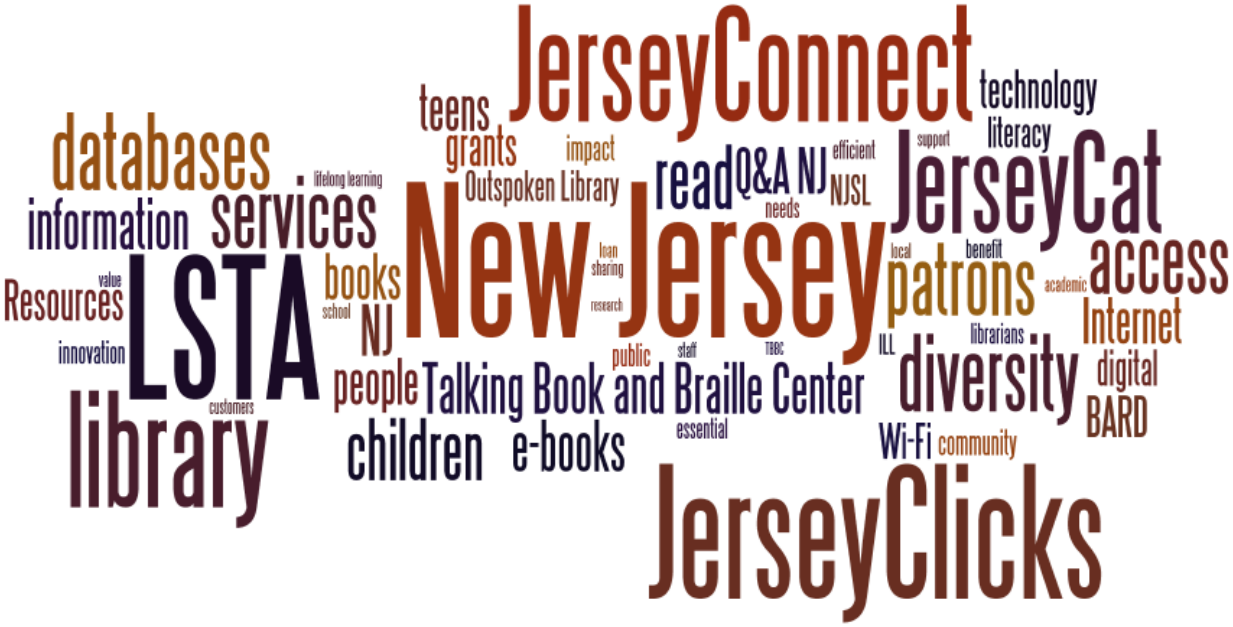
An Independent Evaluation
of
New Jersey's Implementation of the Library Services and Technology Act Grants to States Program
2008 – 2012



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Evaluation Summary

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

On October 9, 2007, just over one week into Federal Fiscal Year (FFY) 2008, the Dow-Jones Industrial Average hit an all-time high of 14,164. By March of 2009, it had lost more than half of its value and closed at 6,547. As we all know, the factors leading to this collapse and the recession that followed have had profound and lasting effects on local, state and federal budgets. The crisis had a direct impact on the NJSL. At the time New Jersey's 2008 – 2012 LSTA Plan was written, NJSL had 101 full-time equivalent (FTE) staff. As this evaluation is being written, that number has been reduced to 94; a reduction of almost seven percent (6.9%). In addition, State funding for major initiatives including the regional library cooperatives and the New Jersey Knowledge Initiative (NJKI - online databases) was reduced or eliminated. It is to the great credit of the NJSL administration and staff that so much has been accomplished and that program evaluation has been ongoing in spite of a loss of capacity to serve at the SLAA.

As the economy lagged, NJSL was losing staff and the regional cooperatives were being consolidated from four into a single operation, New Jersey libraries of all types were presented with amazing opportunities. New technology products that directly impact the ways in which libraries deliver content to the public were bursting on the scene. Steve Jobs unveiled the first generation iPhone in January 2007 and the original Amazon Kindle was released in November of that year. The Barnes & Noble Nook was released in 2009; the original iPad went on sale in April 2010 and, in September 2011, the Nook broke the $100 price barrier.

Simultaneously, increasing unemployment and cuts to social service agencies drove record numbers of people into libraries seeking everything from job retraining to a warm environment. It is within this challenging environment that the New Jersey State Library and other SLAAs worked on realizing the goals they had set forth in their respective 2008 – 2012 LSTA Plans.

New Jersey's 2008 – 2012 LSTA Plan included four Goals. They were:

GOAL #1
ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO QUALITY INFORMATION RESOURCES AND SERVICES THAT CONTRIBUTE TO THEIR SUCCESS IN SCHOOL AND AT WORK, AND THAT ENRICH THEIR DAILY LIVES. (designed to address LSTA Priorities1, 2, 3, 4, 5 and 6)

GOAL #2
ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO A WIDE RANGE OF QUALITY INFORMATION RESOURCES AVAILABLE THROUGH THE INTERNET AND OTHER ELECTRONIC NETWORKS. (designed to address LSTA Priorities 1, 2, 3 and 5)

GOAL #3
ALL NEW JERSEY RESIDENTS WILL ENJOY ENHANCED ACCESS TO LIBRARY SERVICES AND RESOURCES BECAUSE LIBRARY STAFF HAVE THE KNOWLEDGE, SKILLS AND COMPETENCIES THEY NEED TO EFFECTIVELY ADVANCE THE SIX LSTA PURPOSES. (designed to addresses LSTA Priorities 1, 2, 3, 4, 5 and 6)

GOAL #4
NEW JERSEY LIBRARIES PARTNER WITH EACH OTHER, WITH BUSINESSES, AND WITH OTHER COMMUNITY-BASED ORGANIZATIONS TO MAXIMIZE THE PUBLIC'S RETURN ON THEIR INVESTMENT IN LIBRARIES. (designed to address LSTA Priorities 1, 4, 5 and 6)

The LSTA Grants to States program had six identified "priorities" when New Jersey's 2008 – 2012 LSTA Plan was written. As noted above, components of New Jersey's LSTA Plan address all six. A short version of the LSTA Grants to States priorities follows:

- Priority 1 – Expanding services for learning and access to information and educational resources,
- Priority 2 – Developing services that provide access to information through state, regional, national and international networks,
- Priority 3 – Providing electronic and other linkages among and between all types of libraries,
- Priority 4 – Developing public and private partnerships,
- Priority 5 – Targeting 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,
- Priority 6 – Targeting library and information services to persons having difficulty using a library and to underserved urban and rural communities , including children from families with incomes below the poverty line.

In their response to a "self-assessment" survey conducted by the evaluators, the New Jersey State Library administration indicated that believed that they had met their objectives for Goals 1 and 2 and that they were making progress in their efforts to achieve Goals 3 and 4. The evaluators agree with NJSL's self- assessment. It is also important to note that NJSL's use of LSTA funding has been heavily concentrated on programs related to Goals 1 and 2. Because both of these Goals have been met, it is therefore possible to conclude that LSTA funds have had a major impact on the library and information services that are provided to the residents of the Garden State.

Goal	NJSL Self-Assessment	Consultants' Assessment
Goal 1	Met Goal	Met Goal
Goal 2	Met Goal	Met Goal
Goal 3	Progressing Toward Goal	Progressing Toward Goal
Goal 4	Progressing Toward Goal	Progressing Toward Goal

Table 1
NJSL Self- Assessment and Evaluator's Assessment by State Goal

Following is a short summary of the evaluators' assessment of NJSL's progress organized by the Goals outlined in New Jersey's 2008 – 2012 LSTA Plan:

GOAL #1
ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO QUALITY INFORMATION RESOURCES AND SERVICES THAT CONTRIBUTE TO THEIR SUCCESS IN SCHOOL AND AT WORK, AND THAT ENRICH THEIR DAILY LIVES.
(Addresses LSTA Priorities1, 2, 3, 4, 5 and 6)

Goal 1 in New Jersey's 2008 – 2012 LSTA Plan identified two desirable outcomes of its activities under Goal #1. The outcomes were:

- **OUTCOME 1.1.**
  New Jersey residents will be able to locate and obtain the library and information resources they want and need.

- **OUTCOME 1.2.**
  New Jersey residents will have convenient access to resources and services that are relevant to them.

Seven programs have received funding under State Goal #1. Expenditures on these programs over the three years covered by this evaluation totaled $7,136,176 or 52.9% of the LSTA allocation for the three-year period. They are:

- New Jersey State Library Talking Book and Braille Center
- QandANJ: Interactive Real-Time Reference Service
- Public Library Literacy Leadership Program
- Live Homework Help
- Diversity Leadership Program
- New Jersey Union List of Serials
- Early Childhood Literacy

The programs undertaken by NJSL using LSTA funds have had direct impacts related to both of the stated outcomes. Residents qualified for the National Library Service (NLS) Library for the Blind and Physically Handicapped (LBPH) program have witnessed a major shift in how talking book and Braille services are offered. The New Jersey State Library's Talking Book and Braille Center (TBBC) has been a national leader in embracing the new digital format and in seeking mechanisms such as the "Outspoken Library" kiosks to make content even more accessible to this targeted audience.

While budget realities have signaled the demise of the QandA NJ reference service, during its ten-year run, it offered New Jersey residents outstanding access to high level reference assistance on a 24 X 7 basis. The loss of this program is unfortunate; however, efforts are underway to determine whether a more cost effective service delivery model can be found that will at least in part fill the void left by QandA NJ's termination.

The other programs funded under Goal 1 account for a much smaller percentage of LSTA expenditures. Nevertheless, they too have had a positive impact in achieving the outcomes that were identified in the 2008 – 2012 Plan. The Public Library Literacy Leadership Program enabled 13 libraries across New Jersey to address the needs of a growing segment of the population; English language learners. This

sub-grant program generated some of the best measurable outcomes among all of New Jersey's LSTA-funded efforts. Funding for the Live Homework Help program extended the life of an effort that had previously been funded by grants through private foundations. The program reached a targeted audience with resources that were highly relevant to the students that availed themselves of the service.

In short, taken as a whole, the LSTA-funded efforts carried out under New Jersey's Goal #1 successfully connected many residents of New Jersey with content and resources that were highly relevant to their needs. The evaluators believe that New Jersey has met its objectives related to State Goal 1.

GOAL #2
ALL NEW JERSEY RESIDENTS WILL HAVE ACCESS TO A WIDE RANGE OF QUALITY INFORMATION RESOURCES AVAILABLE THROUGH THE INTERNET AND OTHER ELECTRONIC NETWORKS. (Addresses LSTA Priorities 1, 2, 3 and 5)

State Goal #2 also identified 2 desirable outcomes. They were:

- **OUTCOME 2.1.**
  New Jersey libraries will have affordable access to a highly reliable, robust data network infrastructure.

- **OUTCOME 2.2.**
  Users of library technologies (whether they are end-users or library staff) will be able to access information and resources using interfaces that are well-designed, intuitive, efficient and accessible.

Four programs have received funding under this Goal. Expenditures on these programs over the three years covered by this evaluation totaled $5,770,704 or 42.8% of the LSTA allocation for the three-year period. They are:

- Jersey Clicks Statewide Database Licenses
- Statewide Technology Support Services
- JerseyCat: Virtual Catalog and Interlibrary Loan System
- Jersey Clicks Statewide Database Portal

The evaluators believe that progress in achieving the objectives of this Goal have been remarkable given the funding environment of the past several years. The Jersey Clicks database program has offered some degree of stability in regard to access to quality online content during a time in which funding for the New Jersey Knowledge Initiative came to an end.

Statewide Technology Support Services have also continued with LSTA assistance in spite of substantial cuts in State funds. This has been in part due to LSTA funding and in part due to the availability of supplemental funds through New Jersey's BTOP (Broadband Technology Opportunities Program) grant. Nevertheless LSTA has made a real difference in providing New Jersey residents with access to electronic resources. JerseyCat has enabled residents of communities large and small to find and acquire materials from libraries across the State.

New Jersey's LSTA-funded efforts under State Goal # 2 have successfully created an electronic/digital safety net that ensures that all Garden State residents can access quality information content both in print and digital formats.

GOAL #3
ALL NEW JERSEY RESIDENTS WILL ENJOY ENHANCED ACCESS TO LIBRARY SERVICES AND RESOURCES BECAUSE LIBRARY STAFF HAVE THE KNOWLEDGE, SKILLS AND COMPETENCIES THEY NEED TO EFFECTIVELY ADVANCE THE SIX LSTA PURPOSES. (Addresses LSTA Priorities 1, 2, 3, 4, 5 and 6)

State Goal #3 also identified 2 desirable outcomes. They were:

- **OUTCOME 3.1.**
  All residents of New Jersey receive higher quality library and information services because the capacity of library staff to fulfill the six LSTA purposes is increased through pertinent continuing education and training.

- **OUTCOME 3.2.**
  New Jersey's residents are afforded enhanced access to library and information resources and services because libraries are able to increase their capacity to fulfill the six LSTA purposes through the recruitment of highly trained professionals and by providing library staff with pertinent continuing education and training opportunities.

New Jersey's 2008 – 2012 LSTA Plan envisions the New Jersey State Library playing more of a facilitation role rather than a direct service provider role in regard to staff development. Expenditures related to this goal account for slightly over one-quarter of one percent (0.26%) of LSTA funds expended in the three-year period. The position of NJSL playing a facilitation role may need to reevaluated moving forward given the consolidation of the four library cooperatives (which had served as direct providers of continuing education) into a single entity. NJSL may, in fact, remain in a facilitation role; however the new structure warrants a rethinking of how staff development is delivered in the State.

Only two programs received LSTA funding under this Goal in the 2008 – 2012 period. Expenditures on these programs over the three years covered by this evaluation totaled $35,354 or 0.26% of the LSTA allocation for the three-year period. They are:

- Disaster Preparedness
- Preservation

While the results of the Disaster Preparedness training effort were successful and reached a relatively broad audience (more than 80 libraries), this program, and the miniscule amount of funding provided to the Preservation program to acquire environmental monitoring kits, barely scratch the surface in regard to New Jersey's library staff development needs. The programs funded were successful and represent some progress toward the stated goal; however, much remains to be done.

Future progress toward Goal #3 will depend on a re-thinking of the respective roles of the State Library, LibraryLinkNJ (the single "regional" cooperative that remains), the New Jersey Library Association and the academic programs offering library and information science education and training.

GOAL #4
NEW JERSEY LIBRARIES PARTNER WITH EACH OTHER, WITH BUSINESSES, AND WITH OTHER COMMUNITY-BASED ORGANIZATIONS TO MAXIMIZE THE PUBLIC'S RETURN ON THEIR INVESTMENT IN LIBRARIES. (Addresses LSTA Priorities 1, 4, 5 and 6)

Only one outcome was identified under State Goal #4. It was

- **OUTCOME 4.1.**
  All residents of New Jersey are served by libraries that optimize their ability to serve and their cost-effectiveness through the development of strategic partnerships with each other, with businesses, and with other community organizations.

Only one program received funding under this Goal. Expenditures on these programs over the three years covered by this evaluation totaled $2,500 or 0.02% of the LSTA allocation for the three-year period. It is:

- Serving New Jersey's GLBT Community

Progress toward this Goal cannot be measured only in terms of the single, small program undertaken that identified that it addressed State Goal 4. While the "Serving New Jersey's Gay/Lesbian/Bi-sexual/Transgender (GLBT) Community" program does represent a positive collaboration to achieve a desirable end, many other programs that have been listed under other Goals address Goal #4's desired outcome. Perhaps the best examples of this are the Statewide Technology Support program and the Jersey Clicks Statewide Database initiative. Both of these efforts enable libraries in the State to offer programs and services that they would simply not be able to afford if LSTA-supported efforts did not exist. New Jersey has leveraged LSTA dollars well to help libraries offer services in a cost-effective manner.

In short, LSTA expenditures officially categorized under this Goal were minimal and, consequently, the impact that these dollars had was minimal. However, in the larger picture, New Jersey has made significant progress toward their stated Goal of optimizing service and maximizing the public's return on investment in library services.

New Jersey's implementation of the Library Services and Technology Act's Grants to States program also achieved significant results related to the Federal priorities identified for the program. The greatest impacts involved programs that addressed LSTA Grants to States Priorities 2 (developing services that provide access to information through state, regional, national and international networks), 3 (providing electronic and other linkages among and between all types of libraries) and 5 (targeting services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities and to individuals with limited functional literacy or information skills). Results related to Priority 5 were primarily those achieved in serving individuals with disabilities through the New Jersey Talking Books and Braille Center.

Evaluation Report

Background

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

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

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

Retrospective questions include:

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

Process questions include:

1. Were modifications made to the NJSL's plan? If so, please specify the modifications and if they were informed by outcomes-based data.
2. If modifications where made to the plan, how were performance metrics used in guiding those decisions?
3. How have performance metrics been used to guide policy and managerial decisions affecting the NJSL's LSTA -supported programs and services?
4. What have been important challenges to using outcome-based data to guide policy and managerial decisions over the past five years?

Prospective questions include:

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

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

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

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

Methodology

Himmel & Wilson employed a variety of different methods to assess the progress that New Jersey has made in pursuing its goals for the LSTA Grants to States program. The evaluation began with a reading of the State's 2008 – 2012 LSTA Plan and a review of the State Program Reports (SPRs) submitted to IMLS by NJSL. An initial one-day site visit was made to the NJSL offices in Trenton, New Jersey. During that visit, the consultants reviewed the 2008 – 2012 LSTA Plan with State Librarian Norma Blake and Associate State Librarian Kathleen Peiffer. Interviews were also conducted with several key staff members. Included were:

- Adam Szczepaniak, Talking Book and Braille Center Director
- Mike Rasimowicz, Information Technology Director
- Scherelene Schatz, Interlibrary Loan Services Supervisor

Himmel and Wilson also used a multifaceted research protocol, including interviews with library community leaders, a meeting with the LSTA Advisory Committee, focus groups with library representatives from around the state, and a web-based survey targeting the broader New Jersey library community. Individual tools are described below.

The strengths of the evaluation methodology derive from:

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

Methodological weaknesses are associated with several factors:

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

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

Interviews with key NJSL personnel. Consultants Bill Wilson and Ethel Himmel visited NJSL on August 22, 2011 and interviewed five NJSL staff members. A list of individuals interviewed was provided above.

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

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

Focus groups. Evaluator Bill Wilson conducted five focus groups discussions: one each in Hasbrouck Heights, East Brunswick, Ocean County Library—Jackson Branch, Mount Laurel, and Atlantic County Public Library—Mays Landing. A total of 25 people participated in the sessions. A summary of the focus groups is included as Appendix A. The focus group discussion guide is included as part of Appendix G. Notes from focus groups were analyzed using content analysis techniques recommended by Graham Gibbs[1]. Coding sheets are included in Appendix F.

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

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

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

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

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

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

Findings

In this section of the report, findings are formulated according to the evaluation plan and the terms of reference of the evaluation study. Findings are organized around each specific priority in the IMLS authorization addressed under New Jersey's five-year plan.

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

IMLS Retrospective Questions

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

New Jersey's implementation of the Library Services and Technology Act's Grants to States program achieved significant results related to the Federal priorities identified for the program. The greatest impacts involved programs that addressed LSTA Grants to States Priorities 2 (developing services that provide access to information through state, regional, national and international networks), 3 (providing electronic and other linkages among an between all types of libraries) and 5 (targeting services to individuals of diverse geographic, cultural and socioeconomic backgrounds, to individuals with disabilities and to individuals with limited functional literacy or information skills). Results related to Priority 5 were primarily those achieved in serving individuals with disabilities through the New Jersey Talking Books and Braille Center.

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

In 2008 - 2010, four programs were funded under LSTA PRIORITY 1. Expenditures for these programs totaled $993,102 or 7.37% of the total LSTA allocation for the three-year period. The largest program by far was QandANJ. Projects are summarized below from largest amount of funding to the smallest amount of funding.

QandANJ: Interactive Real-time Reference Service: (LSTA expenditure 2008 – 2010: $927,952 or 6.88% of the total LSTA allocation for the three-year period) The South Jersey Regional Library Cooperative operated QandANJ on a statewide basis in 2008. Following consolidation of the state's four regional library cooperatives in fall 2010, the new statewide cooperative, LibraryLinkNJ, became the project director. Significant cuts in State and LSTA funding coupled with declining use and the high cost of the service led to the difficult decision to eliminate the service. The program was discontinued on December 31, 2011 after being funded for 10 years. A Virtual Reference Task Force was created with the charge of identifying less costly collaborative models for offering virtual reference. The LSTA cost per question answered over the period covered by this evaluation was approximately $8.56. This does not factor in local costs.

The program offered ready-reference service statewide 24 hours a day, seven days a week, in which trained librarians use Internet chat to send web-based information directly to a customer's computer in response to a question. Project emphasis during 2008 was on continuing education for librarians staffing the service and ongoing promotion, including a television commercial, YouTube contest, and four new Q&ANJ participating libraries. Backup coverage continued through a partnership with QuestionPoint libraries across the country.

In 2008, returning customers made up 41% of users. 88% indicated they would use the service again, 84% rated the quality of the service excellent or good, and 74% were satisfied with the answer to their specific question. In 2009, six QandANJ libraries participated in implementing a text reference pilot using Mosio Text-a-Librarian software.

As was already mentioned, by the time of the evaluation in late 2011, QandANJ was being phased out. Some focus group participants and interviewees were sorry to see it end:

> *"We did a lot to support QandANJ and to participate in it. Sorry to see it going."*
>
> *"As a person who worked the QandANJ, I was always busy. I know it will be missed. There's a whole demographic that used that resource. It was an after-hours 24/7 program as well."*

An equal number understood that the decision was a choice made in response to budget reductions, the high value placed on database licensing, increased use of online databases and the declining usage of QandANJ:

> *"I think that the State Library did what it had to do in cutting it. It sounded great, but the usage was marginal. There's not enough funding for it. The numbers bore it out. New normal isn't what it used to be. We have to be realistic and put our money in the places where we get results."*

Comments suggest that some libraries saw QandANJ as competition for their walk-in patrons:

> *"QandANJ loss doesn't impact us much. In some ways, it's good. People will have to come here."*

Others felt that libraries must still confront changing lifestyles and patterns of use:

> *"Not sure that the model works any more. Doesn't serve the critical need it was designed to serve. However, we still need to figure out what 24/7 library service looks like. We want to say that we're 24/7 and then we cut one of the few ways that moves us in that direction."*

"QandANJ – I think the original project was a perfect example of using LSTA to foster innovation. It was a national model, ahead of the curve."

Live Homework Help: (LSTA expenditure 2010: $62,500 or 0.464% of the total LSTA allocation for the three-year period) LSTA funding for this program began in 2011 (FFY 2010 funding). The program provided the "tutor.com" live online homework help in Spanish and in English from 2 PM until 10 PM Sunday through Saturday. Students were able to access the program from home or from the library by using their library card number. The program began in 24 urban areas in 2007 with funding from the PSEG Foundation and the Praxair Foundation and expanded to 109 public libraries in the State. When foundation funding ended, LSTA funding was used to continue the program through June 30, 2011. This service is no longer available.

The service was used primarily by high school students (54%) and acceptance of the program by participants was very high. A survey that appeared at the end of each session indicated that 97% of participants were glad that their library offered the service. Ninety-five percent (95%) said that they would recommend the service to a friend; 91% said the service was helping them improve their grades and 92% said that the service was helping them be more confident about their school work.

Comments from users of the program provided affirmation that the program was highly meaningful to the students using the service.

> "I was a little shaky at first and I was all frusterated (sic) but I talked to Jamie L (the tutor) and she/he calmed me down and helped me get the right answers!!!
>
> "The tutors go through the problem with me very carefully and I get it…"
>
> "Thank you homeworkhelnj… you rock!

Early Childhood Literacy: (LSTA expenditure 2008: $2,000 or 0.015% of total LSTA expenditures for the three-year period) Under this program, four public libraries received awards for Best Practices in Early Literacy:

- Bernardsville Public Library. During eight-week story time sessions, children and parents/caregivers were introduced to the six early literacy skills included in Every Child Ready to Read, accompanied by a bibliography of more books so they could read and practice the skills afterwards. No outputs or outcomes were documented.
- Monroe Public Library used song, rhymes, and reading activities in Spanish and English. No outputs or outcomes were reported.
- Princeton Public Library. When children registered for the summer reading program, they received a game board with a variety of activities that adults and preschoolers could complete together. Age-appropriate incentives included board books for children and handouts for parents about games to play. No outputs or outcomes were included.
- Somerset County Library gave each child a reading log to take home, to encourage shared reading experiences for families with young children. No outputs or outcomes were shared.

One focus group participant mentioned the impact of the sub-grant on her library:

"We received a sub-grant for early literacy. It spurred partnerships, local money."

Preservation: : (LSTA expenditure 2010: $650 or 0.005% of total LSTA expenditures for the three-year period) This very small initiative involved acquiring cases that could be used to ship environmental monitoring kits to libraries wishing to assess the environment in which they are housing historic and/or rare materials. No outcomes have been reported because the manuals for the use of the kits are still under development.

LSTA Priority 1 Summation

The New Jersey State Library's LSTA-funded efforts directly related to this priority have, in fact expanded services for lifelong learning and access to materials. Many of the other programs undertaken by NJSL with LSTA funds that are listed under separate LSTA Priorities have also served to address Priority 1. Programs with significant impact on Priority 1 include the Jersey Clicks Databases and the JerseyCat statewide catalog.

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

During the 2008 – 2010 period, one major ongoing project was funded under LSTA PRIORITY 2. Funding for this program totaled $3,861,640 or 28.64% of New Jersey's total LSTA allocation for the three-year period. This project is summarized below.

Jersey Clicks Statewide Database Licenses (LSTA expenditure 2008 -2010: $3,861,640 or 28.64% of the total LSTA allocation for the three-year period

The New Jersey State Library licensed 22 online databases that could be accessed at libraries and from homes, schools, and businesses throughout New Jersey.

Focus group and interview participants chose databases more than any other service in their response to the question about greatest impact. Web survey respondents also identified the Jersey Clicks databases as the program with the greatest impact both on the local library and from a statewide perspective. They reported that Jersey Clicks statewide databases increased the number of databases accessible to their patrons, especially in light of drastic budget cuts in local library budgets. They felt that state-level licensing was the only model that made sense:

> *"No question! Databases are #1!... For the databases we depend on the state and LSTA now… Print reference has evaporated, all those things that were peer-edited, that level of information would be gone without databases."*
>
> *"Databases have huge impact. My library has been cut $900,000 in three years. We simply could not afford the databases any other way."*
>
> *"It isn't just for public libraries. It's multi-type through the network. So it hits a wide number of people. It's a state goal to provide residents access to quality resources through the Internet."*

Several in focus groups and interviews acknowledged the need to make authentication easier:

> *"We have to make it easier to use the databases. We throw barriers in the way of people who might use them."*
>
> *"We need a single search tool – real time."*

A few felt that databases were underutilized:

> *"Not sure about the value of all of the databases but some of them are truly good investments, for example, Reference USA is essential and a good return on investment."*

"Databases don't get as much penetration as they should."

"Databases are not as significant for us [as JerseyConnect and JerseyCat]. They're used, but less than the first two."

LSTA Priority 2 Summation

The Jersey Clicks database program directly addresses LSTA Grants to States Priority 2. The Jersey Clicks databases have provided some stability in access to quality online content during a volatile period in which State funding for the New Jersey Knowledge Initiative ended. The Jersey Clicks databases represent the only online databases available in many libraries and serve to level the playing field in regard to public access to critical information resources.

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

New Jersey expended a significant percentage (14.43%) of its LSTA Grants to States allocation addressing this priority. Two major programs and three small initiatives fall under LSTA Priority 3.

Statewide Technology Support Services: (LSTA expenditure: $1,711,064 or 12.69% of the total LSTA allocation for the three-year period) The New Jersey State Library provided connectivity, statewide consulting and technology support services for public libraries, including:

- Jersey Connect, statewide technology services organization and network infrastructure delivered through the State Library that supports reliable core Internet connectivity; web, email and blog hosting services; domain name services; router management. During 2008, Jersey Connect achieved 99.9% uptime. During 2009, nine libraries joined Jersey Connect. In a summer 2010 survey, 92% of participating libraries were very or completely satisfied with service.
- Technical support for a variety of State Library programs, including
  - Internal LAN support for the New Jersey State Library and its Talking Book and Braille Center (TBBC).
  - Webmasters for the State Library Information Center Cyber Desk, Library Development Bureau, and TBBC.
  - JerseyCat statewide catalog and interlibrary loan system. In 2008, service met or exceeded published Service Level Agreements. See other outputs under that project.
  - Jersey Clicks federated search engine and authentication page. See outputs under that project.
  - New Jersey Union List of Serials. See that project for outputs.
- Technology training and assistance for public libraries, including the e-rate program
- Statewide youth services consulting, including coordination of the statewide summer reading program.
- Evaluation and planning, through consulting contracts.

Jersey Connect rated third among interviewees and in the web survey and fourth in the content analysis applied to the input from the focus groups.

"Jersey Connect – couldn't independently provide email services."

"Important to have a 'technology' priority. Our borough would be struggling if it weren't for LSTA Jersey Connect."

"We wouldn't have the increased bandwidth that we get through Jersey Connect. The increased bandwidth is fabulous."

"The Jersey Connect people are very helpful, smart."

The impact of this service appears to be much greater among small, poor and rural libraries. Representatives of larger libraries and libraries with better funding often reported that they had other, better/faster options in regard to basic connectivity services and a few reported that they could get connections on their own at a lower cost. However, representatives of smaller, poorer libraries often expressed the opinion that the provision of this service was absolutely critical to their library's ability to offer 21st century library services.

JerseyCat: Virtual Catalog and Statewide Interlibrary Loan System (LSTA expenditure 2008 – 2010: $173,000 or 1.28% of the total LSTA allocation for the three-year period) The New Jersey State Library continued the statewide catalog project, in partnership with all types of libraries in New Jersey, that contributed their holdings, and the four regional cooperatives that supported interlibrary loan activity. Vendor Auto-Graphics supported hybrid virtual and physical catalog environment, including outsourced host facilities management, system hardware, software and communications, administration, maintenance processing, Z39.50 target software for union catalog, record enhancement and AGent software, including upgrades.

In 2008, project staff added libraries as members and oversaw system administration and three upgrades that allowed for locally-configurable request forms and a new patron search interface. Through the JerseyCat blog and listserv, they provided basic training for new staff members and customization training for those who requested it, provided technical assistance.

In 2009, staff oversaw two system upgrades. 12 New Jersey libraries participated in a successful pilot project using ISO messaging for direct out-of-state requests; as a result, Jersey Cat is now requesting libraries use this service before sending requests to OCLC. Due to uncertainty about whether funding for statewide delivery would continue, many public libraries discontinued using JerseyCat, resulting in decreased patron-initiated interlibrary loan requests.

Outputs for 2008 and 2009 are summarized in Table 1.

Table 1: JerseyCat Outputs, 2008-2009

	2008	***2009***	***Change 2008-2009***
Libraries participating	628	817	30.10%
Z 39.50 catalogs included	65	71	9.23%
Library holdings included	5,000,000+	5,000,000+	0.00%
Unique item requests	177,312	161,632	-8.84%
Patron-initiated requests	58,680	47,725	-18.67%
Items filled	77%	77%	0.00%
Training attendees	579	1,000+	72.71%
User group sessions		5	-
User group attendees	306	225	-26.47%

No patron outcomes were reported.

JerseyCat rated second in the web survey and in focus groups and fourth among interviewees in terms of assessing impact.

"JerseyCat ILL is useful to smaller academics. Larger academics participate primarily as lenders."

"ILL is huge here."

"People like it/want it/expect it. Very high expectations of what the library can get for them and do for them."

Comments about JerseyCat confirm that New Jersey librarians are assessing the value proposition of every service, in this time of rapid change and declining revenue at the local and state level:

"JerseyCat improvements have helped, but that's not as large an impact as the [Jersey Connect] bandwidth."

"JerseyCat is very important, but not for my library, which is in a consortium… I like the idea of the statewide ILL [JeseyCat], but some don't like the software. I would like to see it expanded…"

"There was an uproar that ILL was to be cut, but it didn't hurt as much as initially thought here at my library. We don't have a designated ILL person any more – no layoffs, are losing positions by attrition."

Several comments suggest that librarians view JerseyCat as outmoded and would prefer a statewide catalog or something else:

"People have to rethink ILL in this new environment."

Although JerseyCat is less important for libraries that are participants in large automation consortia such as the Bergen County Cooperative Library System (BCCLS) in which the vast majority of interlibrary loan is handled within the participating libraries, JerseyCat is critically important to libraries that use standalone automation systems or are a part of small consortia. It is also a critical tool for connecting academic, school and special libraries to public library resources.

Disaster Preparedness (LSTA expenditure 2008: $34,704 or 0.257% of total LSTA allocation for the three-year period) The New Jersey State Library sponsored disaster preparedness workshops and attendees from 85 libraries received mini-disaster kits to use in their libraries. An RFP was prepared and disseminated to consortia and county library systems to elicit proposals for a disaster locker to be awarded.

This small initiative raised the awareness of disaster planning among libraries and offered insight into best practices in addressing disasters.

Jersey Clicks Statewide Database Portal (LSTA expenditure 2009: $25,000 or 0.185% of total LSTA allocation for the three-year period) The New Jersey State Library contracted with Auto-Graphics to maintain the Jersey Clicks portal for library and patron authentication. Training included eight Ref USA and 13 Ebsco webinars, and presentations at New Jersey Library Association, Association of School Librarians, and the New Jersey Education Association. In 2009, 971,023 searches were conducted and a total of 1,128,486 articles were viewed by researchers. Decreases in the number of searches and articles may be attributed to the loss of funding for the New Jersey Knowledge Initiative.

New Jersey Union List of Serials (LSTA expenditure 2008 – 2010: $2,530 or 0.019% of the total LSTA allocation for the three-year period) The New Jersey State Library maintained the Union List of Serials. Libraries sent changes annually and State Library staff made updates to the online list found at www.njuls.org. In 2008, holdings records totaled 249,052. Holding declined in 2009 to 244,232 and again in 2010 to 242,012. In 2010, 8,579 records were updated and the Union list was searched 119,692

times. The small amount of LSTA funding for this program enables NJSL to maintain an important finding tool for New Jersey libraries.

LSTA Priority 3 Summation

The programs carried out with LSTA funding directly address Priority 3 of the LSTA Grants to States program. In particular, the Jersey Connect program and the JerseyCat virtual catalog provide the backbone for connectivity and resource sharing for many of New Jersey's public libraries. Without these programs, many libraries would be relegated to second-class status in regard to participation in electronic/digital services and resource sharing.

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

No LSTA-funded projects specifically identified Priority 3 as the major program priority. However, many of the initiatives undertaken by NJSL with LSTA funds during the three-year period do involve partnerships with other agencies and community-based organizations. Premiere in this category would be the Talking Book and Braille Center, which includes Federal and State agencies as well as non-profits and commercial entities among its partners. Other specific programs such as the "Serving NJ's GLBT Community" and literacy initiatives also identified active partnerships.

LSTA Priority 4 Summation

Priority 4 has not been a primary emphasis under New Jersey's 2008 – 2012 LSTA Plan. However, collaboration has been ongoing in some programs.

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

In 2008 - 2010, one program was funded under LSTA PRIORITY 5. The expenditures for this program totaled $5,930,506 or 43.98% of the total LSTA allocation for the three-year period. This represents the single largest LSTA-funded program by a wide margin (Jersey Clicks Databases at 28.64% of total expenditures is the second largest). This program is summarized below.

New Jersey State Library Talking Book and Braille Center (TBBC): (LSTA expenditure 2008 - 2010: $5,930,506 or 43.98% of the total LSTA allocation for the three-year period) The New Jersey State Library continued support for library services to individuals who are blind, visually impaired, reading disabled, physically handicapped, and/or deaf or hearing impaired. Partners in providing the service included the Library of Congress's National Library Service for the Blink and Physically Handicapped, New Jersey Commission for the Blind and Visually Impaired, National Federation of the Blind, and New Jersey Division for the Deaf and Hard of Hearing.

In 2008, TBBC's collection included 80,000 titles in Braille, large print, and audiocassette. In 2009 the collection had grown to approximately 84,000 titles. By 2010, the collection had started to reflect the shift to digital rather than analog titles. TBBC had 86,268 titles of which nearly 5,000 (4,970) were on digital cartridge.

TBBC administered NFB-NEWSLINE service, giving eligible residents access to more than 300 newspapers and 20 magazines by toll-free telephone. In 2008, TBBC opened a Regional Technology Assistance Center (RTAC) where it continued to offer computer classes for visually-impaired seniors through 2010.

After a year of deliberation and input from focus groups, the New Jersey Library for the Blind and Handicapped became the New Jersey State Library – Talking Book and Braille Center. Adam Szczepaniak, the Director of the Talking Book and Braille Center explained that this was to focus on what the organization does rather than on disabilities.

TBBC loaned assistive technology to clients statewide, in cooperation with 18 Regional Centers in public libraries. In 2008, TBBC studied disability statistics by county to identify counties under-utilizing services and target outreach activities, then invited representatives from 21 public libraries to attend an overview of TBBC services. As a result two public libraries agreed to become deposit sites.

In August 2009, the Library of Congress' Digital Program began shipping digital players and TBBC initiated two pilot programs with patrons to gain experience with supporting this new technology, thanks to a federal grant targeting promotion to veterans who are visually impaired. After two workshops, more than a dozen public libraries agreed to partner with TBBC in the "Outspoken Library" project to introduce their customers to Braille and Audio Reading Download (BARD) and its unique collection of digital books.

Outputs are summarized in Table 2.

Table 2: Talking Book and Braille Center Outputs, 2008-2010

	2008	***2009***	***2010***	***Change 2008-2010***
Radio reading volunteer hours	5,000 (est.)	5,000 (est.)	4,400+	-12.00%
Phone reference and readers' advisory	45,000 (est.)	45,000 (est.)	45,000 (est.)	No Change
Total registered patrons	10,706	10,808	9,923	-7.31%
New patrons registered	1,400	1,208	1,466	+4.71%
Items circulated	482,175	347,920	381,179	-20.95%
Number of Braille and Audio Reading Downloads	-	20,000+	64,442	+222.21%*
Circulation plus Download Total	482,175	367,920	445,621	-7.58%
Assistive devices lent	122	112	134	+9.84%
Digital Talking Book machines distributed	-	3,500+	5,230	+49.43%
Braille and Audio Reading Download (BARD) users	-	1,000+	1,000+	-
Newspaper phone subscribers	1,780	1,982	1,962	+10.22%
Outreach events	315	255	255	-19.05%

*indicates 2009 – 2010 comparison

In April 2010, BARD users in the TBBC database received a ten-question survey. Among respondents, 81% are currently downloading books and 26% are downloading magazines; 39% are using digital talking book cartridges (DTBs) and 99% plan to download materials or use DTBs in the next six months. 68% plan to download materials to play on the digital player distributed by NLS; 16% plan to use a different player. 37% plan to use DTBs from TBBC. 99% plan to download books and magazines to a home computer, while 7% will download to a computer at work, 2% will download to a computer at a public library, and 8% will download somewhere else.

Among focus group participants, the Talking Books and Braille Center rated in the bottom tier in impact, while interviewees rated much higher (just below Jersey Clicks databases).

Some included it among their priorities because it was a service better delivered at a statewide level:

> *"[TBBC] is #2, because that service couldn't be provided locally. It requires trained staff. It's super essential."*
>
> *"[TBBC] is a tremendous resource."*

Several described positive results from the kiosks placed in public libraries to promote digital downloads:

> *"The TBBC kiosk has really helped. It's a positive step in serving special populations."*

Some wondered about return on investment:

> *"… if you cost things out, each individual transaction is really expensive. But what's the alternative?"*
>
> *"How many people in my community use it? I can't assess because I don't know how it's being used by my community residents."*

Several mentioned that, with the aging boomer population and returning veterans, those with visual and other impairments would grow and services would be needed. On the other hand, others felt that the availability of e-books would make it easier for people with vision or other impairments to receive services from their local libraries:

> *"… Technology has changed the role of [TBBC]. Citizens have access to more outside [TBBC]. As the aging population becomes more born-digital; that may change the [TBBC] demands."*
>
> *"Long ago a decision was made to use LSTA for [TBBC]. The question is, could that be done more nationally now? Could we partner with other states? There's definitely a need, but could it be done differently?*
>
> *"Maybe it's time to look for a different model for [TBBC]."*

LSTA Priority 5 Summation

The evaluators are familiar with many of the Talking Book programs across the nation. The New Jersey program is clearly one of the premiere programs of its type and its impact on a deserving population is unquestioned. There is n question that the program addresses LSTA Grants to States Priority 5.

Nevertheless, the program's heavy dependence of LSTA funding for operations is a concern at a time of uncertainty regarding ongoing Federal funding for library programs. The New Jersey State Library should use the enthusiastic acceptance of downloadable content to examine whether it is possible to move to a service delivery model that is more oriented to self-service and less dependent on the delivery of physical items. NJSL needs to work with other SLAAs who are facing the same challenge to develop new, more cost-effective mechanisms to deliver this important service.

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

In 2008 - 2010, three programs were funded under LSTA PRIORITY 6. Expenditures for these programs totaled $213,188 or 1.58% of the total LSTA allocation for the three-year period. The largest program was the Public Library Literacy Leadership program, which was funded in only one year (2008). Programs carried out that address LSTA Priority 6 are summarized below from largest amount of funding to the smallest amount of funding.

Public Library Literacy Leadership Program: (LSTA expenditure 2008: $191,820 or 1.42% of total LSTA allocation for the three year period. This expenditure represented 4.42% of the FFY 2008 LSTA funds expended.) 13 public libraries participated in this sub-grant program, the purpose of which was to support English language learners. The program was only offered in 2008. (Five of the sub-grant projects were included under LSTA PRIORITY 1 in the State Program Report (SPR) but are summarized here (under Priority 6), since programs seem consistent with those included in GOAL 6.)

While not all of the libraries that were awarded Public Library Literacy Leadership Program grants reported outcomes, several indicated measurable results of their programs including gaining U.S. citizenship, passing the GED exam or achieving specific goals established for the program. These are some of the best examples of outcome-based assessment evidenced in the New Jersey LSTA program.

- Bernardsville Public Library ($7,583; no match) expanded its existing program for English language learners by increasing its collection of audio materials and improved its program for adult literacy learners by adding interactive computer programs to support the six early literacy skills for family use following weekly story times. 1,693 people attended English language sessions; weekly attendance averaged 84 in the fall and 57 in the spring; 75 in fall and 49 in spring received certificates for perfect attendance. Students averaged 3.5 out of 5.0 on an improvement scale of 1 to 5, with 5 being "significant improvement." Two received U.S. citizenship.
- Burlington County Library ($4,363; no match) expanded its ESL/Citizenship program to an additional branch, reorganized to provide a less structured approach to topics of conversation, and updated its citizenship preparation program in response to changes in the test. 131 individuals participated in ESL classes and 86 in citizenship preparation. Staff noticed that students were more comfortable conversing in English; four reported passing the citizenship exam, but that number was probably incomplete.
- East Orange Public Library ($18,031; no match) used a "purpose-based framework" developed in collaboration with individuals from the target population so that the resulting program addressed real-life needs for increased literacy, improved life skills and civic participation. Of 144 students enrolled, 60 (41.6%) excelled and were above average in skill attainment, 48 (33.3%) made good progress and showed skill attainment, and 25% showed little or no progress. 94% could write their own name, 87% received a library card and could check out a book by themselves, 74% knew who the Mayor was, 76% could complete an entry level job application, 91% could identify basic components of a computer and the Internet, 81% could email brief messages.
- Jersey City Free Library ($20,000; $160,000 match) provided software on a dedicated literacy computer and held three ESL classes and a geography class for 29 students at Five Corners Branch; held three classes a week for 104 total participants in basic literacy skills at Community Solutions, an agency for parolees; and provided two HEC-Phonics Support classes for 44 students to enhance and reinforce self-directed, computer-based phonics instruction. Students logged an average of 41.6 hours, close to the minimum 50 hours that research says is needed to make progress.
- Joint Free Public Library of Morristown and Morris Township ($14,999; no match) used the Living in America curriculum to add instruction in basic survival skills including community resources, employment, health care, legal rights, and financial literacy, to add to an existing literacy program for English language learners. 22 students and 50 tutors participated in an eight-week series, and 15

completed the series. Two months after completing the course, 10 of the 15 students (67%) have achieved at least one personal goal.

- Little Ferry Free Public Library ($7,000; no match) offered ESL instruction to its large ethnic community for the first time, with two weekly classes over a nine-month period. 74 people registered, but turnover was substantial. The library reported some formed new friendships, many introduced to the library for the first time, and several went on to the community college for additional instruction.
- Mount Laurel Public Library ($20,000; $4,048 match) used We Read Together, a comprehensive family literacy program, to encourage reading with pre-school children. The library hosted 7,330 sessions on its two AWE early literacy computers, registered 161 in 2008 and 164 in 2009 summer reading program for children aged five and under, held six workshops for 51 parents and caregivers, sponsored a New Year's Resolution campaign in which 145 families participated, and reached 155 children through community partners The library reported that parents demonstrated increased understanding of the importance of early literacy skills, and are reading with their children more frequently, but included no documentation.
- Newark Public Library ($20,000; $35,931 match) offered classroom instruction for beginners and intermediate learners, conversation groups, social opportunities, as well as library cards and encouragement to use library resources, including video and audio materials. During the year, Independence Community Foundation, which had been contributing $25,000 a year, ended its support and replacement funding was not found. The library reduced class schedules, but made improvements in the Special Services Room which made self-directed learning easier. In two sessions, 566 adults participated. Overall, 69 (12.2%) improved scores on the NYS test; 60 (10.6%) met personal learning goals, and 80 (14.1%) identified five or more community resources.
- Old Bridge Public Library ($12,715; $4,945 match) added tutoring for English language learners with very limited English skills, conversation groups, library programming, and a staff diversity workshop. 60 learners participated. The library reports "noticeable improvement in conversation skills," but gives no evidence.
- Plainfield Free Public Library ($20,000; $5,000 match) partnered with Rahway, Cranford, Elizabeth, and Roselle Park public libraries. Each chose a literacy liaison to work with Literacy Volunteers of Union County, provided initial training, established an online referral system to connect individuals with literacy services, and developed promotional materials for student recruitment. 110 volunteers graduated from tutor training. 623 learners received 16,923 hours of tutoring. Among outcomes, 224 learners kept their jobs; 25 became citizens; 55 are more involved in the education of their children; 51 moved at least one educational functioning level of the TABE and BEST literacy test; one earned a GED.
- Vineland Public Library ($20,000; no match) encouraged parents to read to their children daily, by holding 74 literacy workshop with 2,193 participants, distributing 1,532 gift books to children attending programs and 192 copies of Jim Trelease's *Read Aloud Handbook* to parents and caregivers, hosting 13 Families and Books workshops, and providing access to BookFlix online literacy program for 172 people. Three months after attending a workshop, 57% of parents felt they should read to their children daily, 63% read more frequently to their children, 88% reported children's reading skills have improved, 76% understood the importance of reading to their children, 66% of parents and 52% of children had library cards, and 70% of parents had visited the library since attending the workshop.
- Westwood Free Public Library ($19,829; $20,000 match) offered basic and intermediate English as a Second Language (ESL) classes at 12 affiliate libraries in Bergen County, based on an assessment of potential student needs for 222 students. In end of session assessments, 174 (78.3%) had a library

card, 179 (80.6%) understood and used library services, 170 (76.6%) had books and newspapers at home, 74 (33.3%) got or kept a job and improved work skills, 28 (12.6%) dealt with health-related issues, 134 (60.4%) improved consumer skills, 107 (48.2%) used the telephone in English, 144 (64.9%) understood and filled out forms, 96 (43.2%) read to their children, 92(41.4%) helped with homework, 113 (50.9%) communicated with their children's teachers, and 203 (91.4%) improved their conversational English.

- Woodbury Public Library ($7,300; no match) turned its after-school program from a hang-out space into a teen learning environment by involving participants in decisions about collections and programs to support recreational reading and writing. Three programs focused on careers as a graphic novelist, fiction writer, and game designer, and a fourth on financial literacy. Circulation of young adult materials increased 66%, interlibrary loan requests 38%, and program attendance 25%.

Diversity Leadership Project: (LSTA expenditure 2008: $18,868 or 0.14% of total LSTA allocation for the three year period. This expenditure represented 0.43% of the FFY 2008 LSTA funds expend.) This sub-grant program was offered in 2008 only. A total of two sub-grants were awarded.

- Bergen County Cooperative Library System ($6,860) continued development of the World Language Catalog for Libraries (www.worldlanguagecatalog.org), a searchable catalog of library holdings in Chinese, Hindi, Japanese, Korean, and Russian, through a joint project with the Libraries of Middlesex Automation Consortium. Table 3 summarizes holdings and circulation for five languages.

Table 3: Holding and Circulation of World Language Items, January-November 2009

Language	*Holdings*	*Circulation*	*Circulation/Holdings*
Chinese	782	7,354	9.4
Hindi	81	90	1.1
Japanese	160	1,740	10.9
Korean	5,355	46,224	8.6
Russian	809	1,820	2.2
TOTAL	**7,187**	**57,228**	**8.0**

- Ocean County Library ($12,008; *this project is assigned to LSTA PRIORITY 1 in the SPR but is reported here for continuity*). The library restructured the World Language Catalog for Libraries database, and promoted awareness and use through presentations at several conferences, sponsored by the New Jersey Association of Library Assistants, New Jersey Library Association Reference Section, South Jersey Regional Library Cooperative, INFOLINK, Highlands Regional Library, WebJunction diversity exchange webinar, and American Library Association pre-conference on diversity, and the World Language Fair. Use figures are reported in Table 3 above. Attendance at events was not reported, nor were outcomes assessed.

Serving New Jersey's GLBT Community: (LSTA expenditure in 2009 was $2,500 or 0.019% of the total LSTA allocation for the three-year period. No matching funds were reported. This program, which was funded with FFY 2009 dollars amounted to 0.055% of LSTA expenditures for 2009) This program involved holding a conference to address issues related to providing library services to the Gay-Lesbian-Bisexual and Transgender (GLBT) populations. The INFOLINK Regional Library Cooperative hosted a full-day conference in partnership with New Jersey Library Association's Gay Lesbian Bisexual and Transgender (GLBT) Round Table and ALA's GLBT Round Table. The number of participants was not reported. On a post-session survey, participants shared plans for programs, collection development and promotion, outreach to student groups, and staff education. No specific outcomes were reported.

LSTA Priority 6 Summation

Priority 6 has not been a primary emphasis under New Jersey's 2008 – 2012 LSTA Plan. This is not surprising given the fact that the State has adopted a statewide strategy rather than a sub-grant strategy for its LSTA effort. Some specific programs undertaken with LSTA support have reached targeted audiences. In addition to those listed above, the Live Homework Help program (reported under Priority 1) was successful in addressing LSTA Priority 6.

Other Expenses

Although administrative costs are often categorized by SLAAs under the general "lifelong learning" Priority (Priority 1), administrative expenditures enable the State Library to carry out the programs that address all six Priorities. New Jersey's expenditures for administrative purposes are at the 4% level allowable under the LSTA Grants to States program.

Administrative Cost Allocation (LSTA expenditure 2008 - 2010: $539,321 or 4.0% of the total LSTA allocation for the three-year period) The New Jersey State Library provided administrative, human resources, and accounting oversight, through The State Library's Administrative Office and Library Development Bureau, and through affiliate Thomas Edison State College. During this three-year period, all State Program and financial reports were completed according to LSTA guidelines and the New Jersey LSTA Plan. The LSTA Advisory Council met quarterly and reviewed these reports and expenditures.

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

The results generated by New Jersey's implementation of the LSTA Grants to States program are directly related to the strategies that the NJSL has chosen. The New Jersey State Library employed two overarching strategies in accomplishing their LSTA goals and in addressing the LSTA Grants to States priorities. The two major strategies employed are:

- **Statewide Initiatives (as opposed to sub-grants)**
  While a limited number of sub-grants were awarded at the beginning of the period being evaluated, the thrust of New Jersey's LSTA 2008 – 2012 Plan was originally and is now even more oriented toward using LSTA funds for statewide initiatives. Less than two percent (1.58%) of New Jersey's LSTA Grants to States funds were used for sub-grants. The two largest programs, the Talking Book and Braille Center and the Jersey Clicks Databases alone account for almost seventy-three percent (72.62%) of the LSTA funds allocated to New Jersey over the three-year period.

  Statewide initiative such as the, JerseyCat (Virtual Catalog), Statewide Technology Support Services and QandA NJ, also statewide initiatives, represent almost another twenty percent (19.57%) of the total. While the sub-grants awarded resulted in benefits to targeted audiences at the local level, they pale in comparison to the impact of the statewide initiatives.

- **Basic Service Framework to Connect All Libraries to Basic Resources**
  A second evident strategy was that of using LSTA funds to create a shared service framework. The JerseyCat virtual catalog and Statewide Technology Support and, to some extent, the Jersey

Clicks databases are efforts designed to ensure that all public libraries in the State can offer a basic level of library and information services.

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

Many focus group, interview and web-survey participants were broadly supportive of the State's implementation of LSTA priorities of improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships in the previous two years:

> *"The State Library is cognizant of the [LSTA] goals all the time. For example, access rides on the back of cooperatives and delivery service. They have used Federal in conjunction with State funds to move us forward, juggling in an environmental of reduced dollars."*
>
> *"We've created a fine threshold of service. LSTA is the glue that holds things together."*

During the first two years of the five-year plan, the State Library experienced significant cuts in state funding that forced it to reduce support to several services:

- State funding that supported the four regional library cooperatives was slashed. The four regions collapsed into one statewide network, LibraryLinkNJ. With the reduction in staff at the cooperatives came the attendant decrease in staff development opportunities, local advisory support, and development of innovative services.

  > *"Multi-type efforts and innovative efforts have gotten money through the regional systems… not sure what will happen now that they're gone."*
  >
  > *"The way sub-grants used to work was through [the cooperative]. There was a lot of care and feeding; staff did a lot of selling it to others."*
  >
  > *"There's a real feeling of disconnect. There were many meetings that mourned [the cooperative].*

- QandANJ ceased operations.

  > *"QandANJ was a big cooperative program, but we're in the process of losing that."*

- The New Jersey Knowledge Initiative ended, impacting use of Jersey Clinks statewide databases.
- Funding for JerseyCat was threatened in 2009, causing several libraries to discontinue use.

The losses left local libraries worried about their ability to survive and continue to deal with rapid changes:

> *"There's a great deal of structural deficiency in New Jersey libraries. Regionals had a role. [It's a] real problem in that some libraries just don't know what to do. They have a myopic understanding of what they should be doing."*
>
> *"We're just trying to sustain. We don't have resources – financially, intellectually, emotionally... We're just hanging on."*

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

The Talking Book and Braille Center program obviously serves a targeted population. With the exception of the relatively small number of sub-grants (which were also aimed at serving targeted populations), the majority of the programs undertaken by the NJSL have been of benefit to the general population as opposed to a target audience. One exception is the Live Homework Help program (which

existed for a number of years but received LSTA funding only in 2011 [FFY 2010 funding]) did successfully reach a target population.

IMLS Process Questions

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

The New Jersey State Library's 2008 – 2012 Plan was not modified.

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

Since the 2008 – 2012 Plan was not modified or amended, this question does not apply.

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

Performance metrics have been used to guide managerial decisions. The most obvious instance in which this was the case involves the decision to discontinue the QandA NJ program. The decision was made largely on the basis of declining use of QandA NJ and increasing use of the Jersey Clicks databases. A managerial decision was made to preserve a growing program (the databases) at the expense of another service (QandA NJ) that was declining in use.

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

New Jersey, like many other states, has discovered that it is easier to assess outcomes in regard to services that are delivered to end users. In fact, the programs for which measurable outcomes have been documented are related to sub-grants rather than to the major statewide initiatives that dominate New Jersey's LSTA funding. The New Jersey State Library has made efforts to incorporate outcome-based assessment. NJSL has worked with Rhea Rubin and with sub-grantees to establish evaluation mechanisms likely to generate outcome data. There is some evidence that this has worked in the case of sub-grants. Nevertheless, the State Library has not yet been able to meet the challenge of developing mechanisms that will allow it to track outcomes for programs such as the Jersey Clicks databases or the Statewide Technology Support program.

One possible answer to this conundrum may be found in multi-state, regional and national cooperative efforts instead of attempts to develop measures internally. The work of IMLS to identify similar programs (online databases, library for the blind, etc.) and to create logic maps and results chains (the "Measuring Success" initiative) is a helpful step in this direction. Shared efforts are more likely to produce outcome-based evidence of the significance of LSTA funding on the lives of real people. New Jersey should be an active participant in these efforts.

IMLS Prospective Questions

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

The LSTA Coordinator shares performance data with NJSL staff on a regular basis and also shares this information with the LSTA Advisory Committee. NJSL staff responsible for specific program areas frequently attend LSTA Advisory Committee meetings to report statistics and to provide updates on services. The LSTA Advisory Committee meeting minutes, as well as financial data and other reports are available on the NJSL website.

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

Although the development of outcome measures is important, output measures and qualitative data certainly have value as well. Statistics reported in this evaluation as well as data gathered through the web survey, interviews and focus groups can be mined for potential baseline measures that can be used in the development of benchmarks as we move into the next LSTA Plan.

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

Bringing in a well-known consultant with experience in outcome-based assessment (Rhea Rubin) to conduct workshops for sub-grantees generated some successful outcome-based data. NJSL intends to continue to work with MS Rubin to determine ways to apply outcome-based assessment techniques to monitor and evaluate statewide programs.

Furthermore, the work of IMLS to identify similar programs (online databases, library for the blind, etc.) and to create logic maps and results chains (the "Measuring Success" initiative) will be helpful. Shared efforts are more likely to produce outcome-based evidence of the significance of LSTA funding on the lives of real people. New Jersey should be an active participant in these efforts.

IMLS Optional Prospective Questions

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

<u>Design evaluation protocols and instruments</u>, perhaps with assistance from a trained evaluator, and make sure evaluation instruments are put in place during the next round of planning, so that comparable data can be collected on a regular basis and used for making program adjustments.

Focus outcome-based evaluation attention on those projects that account for the largest percentages of funding. Begin with the Talking Books and Braille Center, which, in addition to requiring almost half of the annual LSTA total, is in the midst of rapid technological change impacting its patrons and every aspect of its service delivery model. With 10,000 patrons whose names and contact information are known, the process of inviting their feedback should not be difficult. Surveys or other instruments already in use in other states might serve as a beginning point, or perhaps the National Library Service could be convinced to develop a standard protocol and instruments that could be used in all 50 states.

In addition to the users, the Center should also gather feedback from family members, local libraries, and other partners in the delivery of service.

The second area of focus should be the Jersey Clicks statewide databases. Although it is admittedly a harder task to find remote database users and convince them to respond to a survey, it is critical in assessing the return on the substantial annual investment required. Some states have implemented pop-up surveys to try to gather this kind of information. Incentives for participation in surveys such as a prize (an iPod or similar device) for a few survey participants might also be employed as a strategy.

Develop a "dashboard" for reporting data on a regular basis (daily/weekly/monthly), so that data is consistent and complete for each year and is immediately available to policy makers, program planners, and participants in New Jersey. The goal is to make data readily available for state-level and local decision making, rather than to merely report it to IMLS at the end of each year.

Standardize data elements and instruments for sub-grant initiatives, so that all recipient libraries record and report similar output and outcome data. This is a lower priority that the recommendations above, since the amount of funding is much more modest, but it is not possible to assess statewide impact – or to compare success rates among local grantees – when there is variation in what is reported, and even whether anything at all is reported. It is also apparent that most sub-grantees do not understand the difference among:

- inputs – number of books purchased or staff hours contributed ,
- activities – the actions the staff takes to implement the project, e.g., programs,
- outputs – counts resulting from the activities, such as the number of individuals attending a program or the number of items circulated,
- outcomes – the changes in attitude, knowledge, skill, behavior, or condition occurring as a result of participating in the activity, changes which may be visible immediately or over a longer period of time.

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

Continue:

Jersey Connect. Purchasing bandwidth and supporting technical infrastructure is most efficiently managed at the state level and guarantees quality access regardless of the size or location of an individual library.

Review/improve:

JerseyCat Virtual Catalog. Comments in focus groups and interviews confirm that this service is valuable to support interlibrary loan, but some librarians are dissatisfied with the interface and wish to see a statewide catalog, accompanied by statewide library card if at all possible.

Jersey Clicks statewide database, based on finding from outcome-based evaluation of which databases are used and valued by residents. New Jersey may want to implement the geo-location authentication being used by several other states to improve ease of access for end-users.

> *"Have to make it easier to use the databases. We throw barriers in the way of people who might use them."*

Talking Books and Braille Center. Continue to implement ways to reduce the cost of this service as it moves from a model of delivering physical items to greater reliance on content delivered via download.

Consider:

Live Homework Help. The Live Homework Help program was successful on several levels. It delivered a valued service that reached a targeted population and it provided visibility for libraries in a very positive way. The evaluators believe that NJSL should re-double its efforts to find funding for this program either through LSTA or through private sources.

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

New Jersey has already made some difficult decisions in eliminating QandA NJ. No additional services are recommended for discontinuation at this time.

COSTS ASSOCIATED WITH THIS EVALUATION

• Cost of contract with evaluator	$ 19,200
• Internal (SLAA) cost estimate	$ 1,080
	$ 20,280

Appendix A: Focus Group Summary

Five focus group discussions were held: one each in Hasbrouck Heights, East Brunswick, Ocean County Library—Jackson Branch, Mount Laurel, and Atlantic County Public Library—Mays Landing. A total of 25 people participated in the sessions.

Hasbrouck Heights 10/3

Which of the LSTA programs has had the greatest impact on the users of your library?

Jersey Connect—we couldn't independently provide e-mail services.
Summer Reading program—need as much support as you can.
Summer Reading and Library for the Blind, special needs
Jersey Cat — a small number of items are not reflected in the catalog, but it's critical.
Jersey Cat—I agree.

Summer Reading Consortium offers a big bang for the buck: lots of impact for few dollars; so much done for the library; very popular.
Jersey Cat—important, but it costs a lot. It's for the esoteric stuff. It allows us access to deeper collections.
Jersey Clicks—databases. We have some on our own, but couldn't possibly buy as many.
Yes, Jersey Clicks—we were able to reduce some of our costs because the state provides databases.

I'm not sure that databases will merit the amount they cost in the future.
Or maybe they'll be every more important…how do we make people aware of them?
It's one person at a time.
Databases are very expensive; numbers (usage) aren't good, but that doesn't mean we don't need them.
Converts come one at a time; we all know about the databases, but we haven't done a good job promoting them or using them ourselves for that matter.
Libraries are firing people; there's less money all the time. We need to hang on to whatever resources we have.
More and more the model of mediated library service is changing. The old reference model is not the way the public sees us anymore.
People are apologetic about asking for help because we're spending all of our time and directing all of our resources on circulation.
It depends on the demographics of your service area; we have a lot of people who need the help who are unable to use the resources without assistance.
If you asked the public "What does LSTA do for you?" they'd be at a loss.
In some state some LSTA goes toward lots of competitive grants.
We have made efforts to engage schools in using databases.

What should the priorities be in the next five-year plan?

Priority should be on the infrastructure; something on which to build. A "Common" infrastructure.
It's important to have a "technology" priority. Our borough would be struggling if it weren't for LSTA (Jersey Connect).

We have to be focused and put it where it will be the most effective.
I have a different view on Summer Reading; my community is different than the one next door, so one size doesn't fit all. We can pull off summer reading program on our own.
That's fine for your library but we don't have the resources to put into Summer Reading. We really appreciate the cooperative program.

Taking a shotgun approach doesn't work. If you sent all of the LSTA money out to the libraries, we wouldn't be much further ahead over time except in a few communities that would have done well anyway. The shotgun approach wouldn't be effective as state dollars erode. There's less room for subgrants when you have to cut back to the essentials.

I still think that there needs to be some money for libraries that want to be on the "bleeding edge" of technology.

Delivery is sacrosanct (but not LSTA funded).
LBPH—centralized service. I'm not sure that's the most effective. Maybe it's time to look for a different model for LBPH.

What would a new model look like?

Consistent service; more and more virtual, have a Jersey Clicks link.

Q&A NJ— I think that the State Library did what it had to do in cutting it. It sounded great, but the usage was marginal. There's not enough funding for it. The numbers bore it out.
The new normal isn't what it used to be. We have to be realistic and put our money in the places where we get results.

I would love to see statewide library card; that fell by the wayside too. It wasn't sexy (databases were). I still think that the statewide library card is something we should go for.
We're behind the curve.

We don't have the money to promote ourselves.
We're talking very seriously about e-books at the BCCLS office. Not getting there fast enough. Every "book" is off the shelf. Waiting lists are huge. We're in the game, but we're not establishing ourselves as a dependable source of e-resources.

Personally I think we should be one library card and we should only promise what we can deliver. Having finite funding makes it hard; we can offer fewer services of high quality.
It's a difficult dilemma.

State library card — library card or drivers licenses for authentication… have to make it easier to use the databases. We throw barriers in the way of people who might use them.
Technology has to have a solid foundation. For some New Jersey libraries, Connect is the foundation.
Unity of summer reading programs is good. We can share ideas, kids visiting grandparents can attend at home or on vacation.

I've been in states with a statewide library card and it works. People here are nervous, but it usually turns out to be misplaced consternation. We should figure out how we do it. The public doesn't know or care where resources come from or who is paying for what. They just want to

use the library that's most convenient to them or the one that has the resources that they're most interested in.

OverDrive is the only model for e-content that we've got. It's not a model that's working particularly well, but EVERYONE is going there.

There has to be a real emphasis on making sure that everything we fund is effective; we have to focus on effectiveness.
In NJ it's difficult. It's hard to create cohesiveness in a "home-rule" state. Each library is responsible to a different set of decision makers.
Technology infrastructure is critical.
We need a single search tool—real time.
As a member of the LSTA advisory committee… thank you for doing these sessions; it helps to know what the rest of the library community is thinking.

I've heard wonderful points—want to provide the best service to our patrons; level the playing field; the shotgun approach isn't working; we need to focus even more.
It's a whole new world. Libraries should be community centers.

East Brunswick 10/4

What LSTA funded program makes the biggest difference in your library?

LSTA is excellent at providing what we can't do on our own. ILL is heavily used.
Summer Reading—option of materials, theme, etc. Makes it easier.
Jersey Cat
Jersey Connect, but you can get some services for less on your own. What you can get depends a lot on where you are. For example, some libraries have multiple choices of Internet providers while others have to depend on JerseyConnect or they'd be in the dark ages.
Databases have huge impact; my library has been cut $900,000 in 3 years. We simply could not afford the databases any other way. We market them heavily; are doing training; have business resource center and are pushing the databases out into the community.
I agree, we couldn't afford them on our own.

Value received?

Return on investment is good on lots of things; databases are a good example. Joining together is how you can get it cheaper. It wouldn't make sense for us to do databases any other way.
My library is in a wealthy community and our library could do summer reading without the State.
We have about 7,700 people in community, but almost $1 million in income.

We're a different size, 48,000. Have 1,200 visitors per day; are heavily used. Community is highly educated, they demand a lot. ILL is huge here/at the other library as well.
People like it, want it, and expect it. They have very high expectations of what the library can get for them and do for them.

We have a mixed population at Bernardsville—some are highly educated; some immigrants. There are five different languages spoken by people who routinely come to the library. There's no way we could do some of the things we do if it wasn't for LSTA support.

Where does innovation live in New Jersey libraries? How do new things get started? What drives innovation in New Jersey libraries?

We used to have more competitive grants; they were a vehicle for innovation. Multitype efforts and innovative efforts had gotten money through the regional systems, but I'm not sure what will happen now that the regional systems are gone.
Subgrants—I didn't find them hard to administer. "Just for the Health of It" was very popular/good. I do miss the opportunity to incubate ideas.

I do agree that the lack of subgrants hurts innovation, IF they allow for something meaningful. However, there isn't enough money to spread around. You get winners and losers. Libraries with the staff to write and administer grants end up getting grants and innovating while those that need the help the most fall further behind.

Does everybody (the public in your area) have access to highspeed/broadband Internet access available?

That depends on where you are. We just recently started using the State for web hosting. It was cheaper than what we had. What we really need is the states as a group to leverage with vendors to have a way to OWN the content.

I want to go back to the Summer reading support: the ability to have professional graphics gives more credibility to what we do. The program provides ideas for programming; it's broader than the state---other places are involved as well. Resources/supplies, the manual… it's such a bargain.

Summer reading has a great impact on kids at risk. All of it helps kids at risk—having the library open is a safe place in the community; it allows them to be kids; have a special space for them. The support for summer reading helps us help more kids and helps the quality of what we can offer.

There are staff development needs too, especially related to technology – e-books. People will be running in with their Kindles the day after Christmas asking what now? They did last year and we're going to get hammered this year for sure. Our staff needs to know what to do. Some do, but too many don't have a clue. Buying the technology isn't enough. Staff has to practice; we're going to have a staff night for gadgets.

You need money. We've got one foot with baby boomers/digital natives and another foot with traditionalists… those who want their print books. Eventually, most of the stacks of books will be gone; libraries will be places to create content.
Job seekers want places to practice interview skills.

We have to figure out what our core business is. It's been the books and other physical resources. Is our new core business related to resources or to creativity? Programming? How does all of this relate to other arts and culture organizations?

On the small competitive grants: I once got a $10,000 grant when I was a new librarian; we targeted science books—nobody ever took anything!! It was a waste of money.
Mistakes are learning too.
Even with the mistakes, REAL innovation is needed. We need to have a source of funding for innovation, but we need to concentrate on those things that have some real chance of success.
The cost of keeping up with technology is mind-numbing.

We buy Dell computers because they're under state contract. I need to figure out how to do it better/cheaper.
I have 100 computers in this building; have to replace 20/year to be on a five-year schedule.
Not sure how LSTA can help but it is a challenge just to keep up.

Fifty percent of our users will soon have a mobile device that they use; that's what they'll use and that's what we need to concentrate on.
I'm getting a self-check that uses i-phone.

We're a smaller library, but we have 64 computers that we've cobbled together. We have one 10-hour/week tech guy. Getting operating funds and money for staff is next to impossible.

We need collection development grants for e-books
If there are any grants to individual libraries, they need to be grants that can be replicated at low cost.

We got a senior spaces grant. That helped move us forward in service to that age group.
Home-rule has killed us. Spotswood and East Brunswick should merge. We know that, but there isn't the political will to make it happen. It would be much more efficient. We need to wake up to economic realities. It's taboo to talk about merger of libraries.

Has LSTA in NJ had an impact on cooperation and collaboration?

Q&A NJ was a big cooperative program, but we're in the process of losing that.
Q&A NJ loss doesn't impact us much. In some ways it's good; people will have to come here. I wasn't so upset.
Q&A did provide after hour service; it was the 24/7 service.
Not sure that the model works anymore.' Doesn't serve the critical need it was designed to serve. However, we still need to figure out what 24X7 library service looks like. We want to say that we're 24X7 and then we cut one of the few ways that moves us in that direction.

What about Talking Books?

How many people in my community use it? I can't assess because I don't know how it's being used by my community residents.
We've got lots of veterans and an aging population; there's a need for the services provided by that library. I only see that need growing.
In the five-year plan, perhaps collapse some of the services.
Broaden what Talking Books does to include children that learn auditorily; maybe merge some functions.
There's a high autism rate
The Library for the Blind program should be regionalized/nationalized.

Final thoughts?

We need to strengthen local libraries in whatever we do with LSTA—socialization is important in our communities. If we just go the technology route, our communities will become sterile and disconnected. We're social animals, but we need to talk to each other.

I'm not sure about the way the Rutgers Library School is preparing the students; they say none of their students want to work in public libraries. What are you teaching them? Where are they (new librarians/professionals) coming from? I'm deeply concerned about that.
People still need the physical spaces; spaces just to "hang."
The library is an information rich environment that fosters creativity and community. Our community plan kept talking about the physical spaces in spite of the fact that we're surrounded with technology.
The community center concept is what is going to save libraries; we're neutral spaces in a polarized environment.

We need the Federal funding and the funding for large scale projects that save money, but we also need to back the community-based approach that is embodied in the local public library.

Ocean County Library—Jackson Branch 10/4

Which LSTA funded program has had greatest impact?

Anything that represents "shared services" – things like Jersey Cat and the Jersey Clicks databases—more bang for the buck; it allows us to use our dedicated tax base more effectively.
Most of the things listed… *(the group had been given a summary of the major programs receiving LSTA funding.)*
We did a lot to support Q&A NJ and to participate in it. Sorry to see it going.
LBPH just started a program with the kiosks. That's good for pushing that program out into libraries.
We don't participate in some things. We really don't use Jersey Cat for ILL; we have our own delivery and technology department. However, we are very supportive of those things. Not all libraries have the same resources that we do.

Databases are the big one. If we had to, we could probably purchase them all, but because the Jersey Clicks databases are there, that gives us extra money for extra tools like having tests online. There are a lot of libraries, most in fact, that simply couldn't afford to buy many or any databases.

Internet Connection—we have our own network.
Being part of Jersey Connect probably saves our library $75,000/year for Internet access.

We do Summer Reading; we didn't use as much of it, but we did use the theme. We have developed some additional materials individually.
One World, Many Stories was a terrific theme, meshed well.
The certificates, clip art, etc. could be more user friendly.
We're so different… we have 21 locations, our librarians share ideas. We have an award winning printing and graphics department.

Q&A NJ: as a person who worked the Q&A NJ, I was always busy. I know it will be missed. There's a whole demographic that used that resource. It was an after-hours 24/7 program as well. It wasn't like we were waiting for people to call; it was a good outreach.
On the administrative side, I don't think that the statistics didn't jibe with my experience, but I was on in the afternoon so I can't really say what kind of traffic they had in the off-hours. Perhaps they could have made it available a shorter period of time (extended but not 24 hours).

Where do you look for staff development?

We've signed up for some webinars.
We do handle most; can't think of the last one that was provided by the State.
Webinars are an iffy thing, but others have been really good. They do allow access to the information for people who can't travel to a session.
It's hard to travel these days; we're all doing more with less and travel reimbursement is gone.

Subgrants? Were you able to maintain things that were done with subgrants after LSTA money went away?

Yes and no, we don't have the staff to keep up.
I still love the idea of the competitive grants, but we lack the resources to carry on the grant projects. It comes back to needing more staff.

Where does innovation live in NJ libraries?

One individual library started to develop apps for hand-helps . Princeton is renting Kindles and doing Red Box video type stuff.
With the way our funding is, we've been a little more conservative.
A lot of it is out of necessity.
I think innovation has slowed way down because of the financial crisis.

What do you see as technology needs in the future?

We need to keep Jersey Connect. There just isn't an alternative for some of us. Keep ISP, increase Broadband/speed, etc.
Keep databases.
Agree with the databases statement. We have to have them and the State has demonstrated that it won't support them. (New Jersey Knowledge Initiative went away.)
We need help with how we provide technology—things that would help our communities.
We need a major initiative in the area of e-books. Check out e-readers; develop a partnership to provide even more for them.
People park in our parking lot to use the wireless. We have to recognize that wireless services are where it's at.
I'd like to see the State providing more on the e-book side; bundling e-books and print.

Make sure it is available; the gap is getting bigger.
Make sure we're viable.
Next generation services: apps making information available on mobile devices; every kid is texting and tweeting.

Kids are growing up entirely different; we're going to lose them if we don't provide mobile access. My 7th grade son's class all got i-pads.
They don't teach cursive anymore.
How do we fit in if the schools all do the same projects at the same time?

Email etiquette; telephone etiquette; customer service; always something new/fresh
Technology—need to keep up with technology

Customer service is vital. But even more so is relating to diverse customers—age, race, cultural, etc.
We need intergenerational training.
Staff needs help with stress, managing time better, relieving stress.

Final say? Any other comments you'd like to add?

The number of immigrants is increasing rapidly. We need to address the needs that come along with this reality.
Age diversity is great in NJ.
We need to cultivate services that meet people where they are.
Mobile devices… that's where the future lies for us.
I agree with all of that, plus keeping the tools (databases) available.
Keeping pace with technological change is what's most important.
OverDrive needs to get easier; the Kindle set up is easier.
Include access points that are generationally designed.
Helping us secure the information and ensuring access to the information is what LSTA should be about.

Mount Laurel 10/5

Which LSTA funded program has had greatest impact? Which is most important in your library?

Jersey Cat is the basis for ILL. In the time of diminishing returns shared services are important.
We still use Jersey Cat. Jersey Clicks (databases) is next.
I agree--Jersey Cat; maybe Jersey Clicks is first; we couldn't afford database access on our own.
Ditto—do share our catalog, but our per capita for materials is 50% below average.

Jersey Connect is very important to us; it provides Internet access…foundation for several things. Web hosting e-mail service—pipeline services
For my small library it's Jersey Cat and Jersey Connect; not so much on the databases in the past, but more important now and into the future.
Still think that Q&A NJ (24/7 Virtual Reference) needs to be there.

Summer Reading is great; it's essential for large and small libraries; faced with a reduced budget.
If you go back when there wasn't a unified theme, we were spending a tremendous amount of time in planning. We now spend less time but have a better product. It's a really efficient way to do it.

You gain something by the kids being part of something larger; you gain consistency …and the quality is terrific.

Q&A NJ—I think the original project was a perfect example of using LSTA to foster innovation; it was a national model… ahead of the curve.
But, there have been lots of issues regarding the funding of it.
I do believe it's an essential service; we need virtual reference.
There was concern about the way the funding was withdrawn.
Our library provides some of the Q&A NJ services; we're willing to contribute.
It's not a task that should be limited; it was designed to be a cooperative venture. We use it as our 24x7 venture and advertise it as such.
In NJ home rule is strong and cooperation doesn't come easily.
As a small library, I've promoted Q&A; the 24x7 piece; students need it after hours; seniors have been heavy users.
We'd be willing to cost share it as well.
I feel about Q&A the same way as I do about the databases… important, but not well used.
For our library it was 187 questions in the year; maybe the image is more important than the service itself. The average cost per question answered had to be HUGE, but it sent the message that the library was there around the clock.
The way the decision was made (to stop funding Q&A NJ) wasn't good.

In our library, we're aware of Q&A NJ, but I wouldn't characterize it as "essential." It's nice to know it's there.
Return on investment—cost per question on Q&A….Cumberland is poorest, least educated county; we had to withdraw from Q&A.
It's embarrassing for a state NOT to have a virtual reference program.

On the other hand, there is no question that the Summer Reading is incalculable in its value.
There is a real economy of scale.
I like Q&A so I'm really torn. I'm active in the reference section of NJLA and there is a lot of angst. I think that we need to preserve it.
There is a Task Force that is trying to figure out how to save it.
Not sure about the value of all of the databases, but some of them are truly good investments.
For example, Reference USA is essential and a good return on investment. Having access to Learning Express has been essential in an economic downturn. Sometimes we don't recognize that people are using it. We really heard about it when the Reference USA site went down.
SWOT was $10,000---HUGE RETURN ON INVESTMENT!

We don't have competitive grants here in NJ. We had them where I worked before and I miss them!

Where does innovation live in NJ libraries? Where do new ideas come in?

I think that innovation comes from the large conferences—Futures Conferences, Diversity Conference. There's a Boomer Conference coming up.
I would like the Big Idea Conferences to continue. Summits are great, but there was more follow through with the Big Ideas conference.
We received a subgrant for early literacy. It spurred partnerships, local money.

Subgrants are nice but if they do them, they need to make sure that they are replicable. It doesn't do much good if one library does something neat and no one else has the wherewithal to replicate it, especially if the grantee can't keep it going after the LSTA money dries up.

The library cooperatives going away is a loss as far as innovation is concerned. I'm not sure what the new model is going to bring. On the surface I don't think that it will work very well. Some of the things that were done through the regions were huge. Trading spaces program had a national impact.
They facilitated the flow of information. Point of contention is that people aren't going to know about what is going on and that the super-region won't understand the local context in which some of the libraries operate. I just don't know about it.
Going to a single cooperative has changed the path of innovation. Regions used to drive innovation. The regions fostered communication.

I and others had ideas and we could try that idea out within the regions. I don't see that kind of communication or that kind of path now. I'm willing to wait and see, but I'm skeptical.
We don't even hear about grants.
Nevertheless, LibLink NJ is doing a great job. It's relatively new. We have to give it a chance.
The cooperatives seemed to have constant new ideas; now it's webinar, webinar, webinar.
It was damaging to the State Library because they were viewed as not caring when in fact it all comes down to money. You can't get blood out of a turnip. They've had hard decisions to make.

Where do partnerships live in NJ libraries?

We don't have that close connection anymore.
Partnerships are going to be local; that's isolating. I don't see much evidence of partnerships in what NJ spends its LSTA on, but that's mostly a function of doing large statewide initiatives rather than local grants that tend to involve partnerships. I'm not sure the degree to which the big statewide programs partner. I'm sure that the TBBC works with other agencies that serve the Blind.

What about the TBBC? It accounts for a large portion of the LSTA funds.

We have the kiosks and have been reaching out to vets. Service is a bit more visible, more local. This has been a good move.
But it raises the question of the funding. You can make the same argument about TBBC that has been made about Q&A. I think if you cost things out, each individual transaction is really expensive. But what's the alternative?

Maybe we need to take a planning approach to TBBC. Fund it now but figure out what a new, more streamlined model will be for the future.
You can't compare TBBC to the services of all of the libraries. It's a different animal.
I don't always feel that the State Library (the library operation itself) has done the same serious cutting others have; they haven't felt the cuts like the local libraries have.
State Library seems not to understand that not adjusting standards is counterproductive.
The State Library just hired a marketing consultant while we're cutting frontline staff.

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

We're thankful for LSTA funds—they're important. We've created a fine threshold of service; LSTA is the glue that holds things together. I think statewide programs, Clicks, Connect, Cat are good; we can't replicate those locally, but, we have lost our way on innovation.

SWOT teams made a difference; pilot projects DO make a difference. One other thing…we are fortunate to have the NJ Library Association as our advocate.
It's important to encourage the big picture thinking; it's important to have small projects that have big impacts. There needs to be much more transparency in statistics.
We should push to use the remaining library cooperative to be a home for innovation.

First of all—I appreciate the opportunity to have our say. IF YOU DO WHAT YOU'VE ALWAYS DONE, YOU'RE GOING TO GET WHAT YOU ALWAYS GOT!!
We need to push innovation and technology. One thing that was missing was the small opportunities.

I can't add anything more; I agree with all that's been said; more push for e-books. I love North Jersey, but have little in common with them.

Thanks to Cathy for inviting me to be here. I work for a library that isn't afraid to try new things. It would have been a different 10 years if it weren't for LSTA. The kiosks have been wonderful; kiosk (for LBPH) is a wonderful idea.

In reference to Q&A NJ, value is in it being a 24/7 service. Maybe where innovation lives is in doing the after-hours stuff.

The TBBC Kiosk is a great start in transitioning services to the blind and physically handicapped; building may not be where service has to happen.

Atlantic County Public Library—Mays Landing 10/5

Which LSTA funded programs has/have the greatest impact in your library?

Summer Reading program has been key; it provides basic ideas, structure. It has been growing each year. E-vance program… not sure about that. We'll have to wait and see if it goes anywhere.

All of the services mentioned are significant.
TBBC—we were a deposit site and now have three of the kiosks in our branches. Some positive results… It makes you proud to be a librarian.
Jersey Clicks expands the resources we have to offer; wouldn't be able to afford otherwise. In South Jersey with a higher level of poverty, it's a leveling influence.
Summer Reading is a great return on investment; Jersey Clicks is a leveling influence.

I have no interest in Jersey Cat; it's old technology. We're willing to pay a premium for OCLC. The public is now using Jersey Cat. Small libraries benefit most from Jersey Cat.

I'm not opposed to a union catalog; philosophy behind it is good. It might be good to pursue a new version of Jersey Cat; that could also lead to a statewide card, a good idea that has been set aside.

How do you feel about abandoning virtual reference?

Our sense was that our patrons weren't using Q&A NJ a lot.
The model needs to be rethought; the current model was expensive; need a new model. It hasn't been promoted enough.
One of the things that amazed me was the coordinator's salary. Is there a way to lower the cost?
It makes sense for us to communicate locally; I look at it as a bell curve (bell curve with arrow to the right of the top of the curve). We're here and we're going to walk away from it.

I think the Committee has it right. We need to find a new model to preserve the basics of Q&A NJ.
We've tried to push the 24/7 idea in Atlantic County because of the casinos. All kinds of people are up the craziest of hours, but we didn't effectively market the program and it didn't get the use we anticipated.
State Library should be involved in helping to fund it. It is reaching a group that almost doesn't have library service. Transfer funding from the physical state library to virtual library services.

What do you think of Jersey Connect? Where is that going?

We were a hub library back in the 90s. We were the provider of Internet services; we had a network that was superior to what the early Jersey Connect was.
Once BTOP came into the picture, the State has been able to negotiate a better rate with Verizon. Since then we lost our head IT person. Lots of libraries are without an IT person.
I'm back in e-rate again; the Jersey Connect staff made it so easy.
Connect has evolved.
What are we going to do in a year? The Jersey Connect people are very helpful/smart.
The municipal library still calls Atlantic County because it used to be a hub.
We need somebody to take the application and fill it out.
Stability/reliability has been very good.

Return on Investment (ROI) for the programs?

My question is who is being hired using LSTA funds?
I wouldn't know enough to ask.
It's kind of hard to do ROI on TBBC program…great service, model operation, but costly.
I think TBBC is on the right track; the delivery of the materials and the kiosks has been good;
The market is going to grow. Autism is huge in NJ; that service is going to grow. Question is how to grow responsibly. Being centralized is a good return on investment.

Where does innovation live in NJ libraries? Where do new ideas come in?

We're just trying to sustain; we don't have resources—financially, intellectually, emotionally…we're just hanging on. I manage three areas in the library; we're down about 50% of staff.

I have the perspective that the State has stopped looking for initiatives from the libraries and has tended to centralize.
My budget is down one-quarter in 3 years. I'm trying to reinvent branch services to avoid closing them.
I don't see the State Library looking for new ideas from us.

What do you think about having subgrants?

Trading spaces was a great program.
Cumberland and Gloucester did books by mail, nothing new, but was new to them.
Something I would like to see as the former manager of an inner city branch is a program to provide mentors/tutors. There's not a lot of checking out of materials. I wanted the library to be a safe place for kids.
The way subgrants used to work was through the CJRC (region). There was a lot of care and feeding; staff did a lot of selling it to others. There's no sense of connection to the new region. It's all webinars.
There are many questions about merging the four regions into one. It created a disrespect of people. Could we not have had virtual regions? Could we still? There's a real feeling of disconnect. There were many meetings that mourned SJRC.

Final say? Any comments you'd like to share?

I believe the ultimate value of what has been created needs to be more transparency and more communication.
Virtual reference is essential.
Is there any way to bring back the regions? They were effective and led to a better comfort level.
My priority programs are Jersey Clicks, Summer Reading and TBBC. TBBC is only going to grow, but funding is a concern.

There needs to be a way to make South Jersey librarians feel connected to the rest of the state. We want to be connected, but nobody from the State Library wants to come down here.

Appendix B: Personal Interview Summary

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

Which LSTA funded programs/initiatives have had the greatest impact since 2007 in NJ?

No question! Databases are #1! We used to have Gale and Cengage and got only one from state. Ninety-nine percent of our funding is local. For the databases we depend on the state and LSTA now. There used to be some comfort and duplication of databases, but no longer. It would cost us $300,000 minimum if the State hadn't stepped in. Print reference has evaporated…all those things that were peer edited…that level of information would be gone without databases. We're 74 independent libraries in a consortium that provides services and databases.
LBPH is #2 because that service couldn't be provided locally. It requires trained staff. It's super essential.
JerseyConnect (is #3) gives easy connection for people to the Internet. We don't use it here, we have our own. JerseyConnect was the basis for the success of the Gates project. It's not as comprehensive as it once was, but it's essential.

The databases. While the vendors have varied, the scope and depth of resources has been solid. It isn't just for public libraries; it's multitype through the network. So it hits a wide number of people. It's a State goal to provide residents access to quality resources though the Internet.

From an academic library perspective it's funding of the databases; databases are the most important. Other things, like Q & A NJ have gone away, but that was useful to smaller academics. JerseyConnect didn't affect academics much, but as a resident, that's important. JerseyCat ILL is useful to smaller academics; larger academics participate primarily as lenders.

Databases; not sure of the current funding. Impact? We have 27 public libraries and one academic library in the consortium; they wouldn't be able to offer the access to databases alone. Has had a huge impact.

Database funding has had the greatest impact. Local funding decreased, so it was critical that the database funding be paid by LSTA. Databases are essential here.

I don't see anything—so all I can share is anecdotal. JerseyConnect & Q&A NJ –but no basis, just my impression. For us it's just cost displacement, one less databases we have to subscribe to. Databases don't get as much penetration as they should.

We have used all of them. JerseyCat is well used; also Talking Books, ILL, and databases.

It would be great to talk to futurists. Minnesota did a great program. Culture is changing quickly. We don't want to become obsolete. Must prepare for the future—look at trends and how to position ourselves.
As a small independent municipal library: JerseyConnect is first; JerseyCat is a close 2nd. Databases are not as significant for us—they're used, but less than the first two. For example,

with JerseyConnect—without the subsidy for the connection we wouldn't be state of the art; electronic access is a big driver in our area. My staff can be focusing on other things because of staff expertise in various things. We do our own software in house. Haven't had to worry about internet provider; we know we'll be connected! Centralizing that expertise (around the internet) is a good use of funding, statewide.

Databases are extremely important. I'm not convinced JerseyClicks portal is good. All libraries have been able to trim back on subscriptions, back files, and databases because state and LSTA provides the databases. Students also use them at my library. The demand would still be there if the databases went away—we'd really be stuck!

Databases because they go to all types of libraries and keep the state competitive, equalize service; let libraries access information. We don't know if they've met the goal as stated in the plan.

Databases are very important; local library funding has been cut. I care only about the basic databases that matter to my patrons. LBPH—I like the kiosk. JerseyCat is very important, but not for my library, which is in a consortium. I don't have a favorable opinion of JerseyConnect; we don't use it because we can get connections on our own for less.

I don't always know what LSTA covers. The statewide databases are huge for small libraries. They're the only databases available in my county. Tech support (State Library internet for the state)—this library has never paid for internet access. Statewide services are vitally important. In theory a statewide service---the governor zeroed out LBPH, but what did we get from that? It's not statewide service. People can get to kiosks, but there are none in my county. I resent that it's a statewide service; it's all in Trenton. The deaf are left out with the new name (TBBC).

There was an uproar that ILL was to be cut, but it didn't hurt as much as initially thought here at my library. We don't have a designated ILL person anymore; no layoffs, we are just losing positions by attrition. Talking Books: library just got one of the kiosks although I haven't seen it. Technology: we have a virtual library and librarian. It's growing. We have OverDrive (we contribute to the collection, aren't part of a consortium). Patrons ask lots of questions about how to use it. Paper circulation is going down.

Have there been specific improvements or advances in library services in last 5 years that are largely attributable to the availability of LSTA funding? What would NOT have been accomplished?

New databases over the last 5 years would be nothing if the State hadn't done the databases. The infrastructure has been weakened because of the budgetary problems. The amount I've spent on databases went from $600,000 to $250,000. We're now more dependent on the State Library/LSTA than ever before. The State has an obligation to be the resource of last resort! Local funding is down. It would be awful without State involvement. We're protected because the State uses LSTA funds.

The impact of JerseyConnect has been great across the state. The increase in library technology connected online wouldn't have been possible without LSTA. It has been effective and efficient. It should include the project between cooperatives and State Library about

libraries becoming wireless. Being relevant is important to me. LSTA has fostered libraries moving forward. It has helped libraries move forward while continuing to do everything they do.

Statewide access wouldn't have been accomplished.

Under LSTA the real focus has been on building up the technology infrastructure in libraries—databases and Jersey Connect are part of that. Without the LSTA investment in local libraries…it would be bad. The approach has strengthened local libraries.

LSTA puts us all on the same platform. State Library organizes the materials to make them accessible—example of job pages (templates) that means we don't each have to recreate the page. B-TOP dollars have gone there too, but the State Library was already doing job templates before B-TOP. Databases have good, reliable information.

We wouldn't have had some of the databases and Q & ANJ for as long as we did. Information doesn't flow freely here, all my answers are impressionistic. There's not as much thinking through things as we should; we were in crisis mode. So we're just continuing things because we haven't been able to think differently. Q&A NJ, networks, regions—decisions aren't made transparently, so there's a crisis in trust right now.

Strong network and interrelationships among libraries, working together, is all attributable to LSTA and the wise direction of the State Library. Resource sharing: dollars have to go further; LSTA funds have helped in this respect. Funding to the cooperatives, subsidies for training and bringing libraries into the future are extremely important. We wouldn't have been able to afford some of our databases; ILL would have suffered without LSTA. And there's a greater awareness of special needs clientele.

We wouldn't have the increased bandwidth that we get through JerseyConnect. The increased bandwidth is fabulous. JerseyCat improvements have helped, but that's not as large an impact as the bandwidth.

There haven't been that many changes in the database program in the last 5 years. They've been tweaked. Technology has changed the role of LBPH—citizens have access to more outside LBPH. As the aging population becomes more born digital, that may change the LBPH demands.

Databases because they go to all types of libraries and keep the state competitive, equalize service; let libraries access information. We don't know if they've met the goal as stated in the plan.

LSTA is a core component of the library puzzle in NJ. Without it we would be far weaker because of the funding issues. Long ago a decision was made to use LSTA for LBPH. The question is, could that be done more nationally now? Could we partner with other states? There's definitely a need, but could it be done differently?

No—there's been no change, but I'm glad they still exist. We would have lost databases and would have been unable to do LBPH. Losing JerseyCat would have been a negative for small independent libraries.

24/7 access to a librarian—that's a true statewide service. I use it as backup, but it's on the chopping block! What are we supposed to do?

Are there specific changes in how LSTA funds are expended that are appropriate given the overall reduction in funding for libraries?

Only one I have criticism for is JerseyCat, and it doesn't drain the funds tremendously. People have to rethink ILL in this new environment.

I'm adrift on that; haven't been privy to inner workings. The challenges to the State Library have been matching their goals to the resources, especially since federal funding went down. The overall impact is hard to predict. Q&A NJ was funded in part by LSTA—that has gone by the wayside. It's a worry when funding continues to go down; we can't avoid the backsliding.

Use of LSTA for database access and Jersey Clicks—yes. Otherwise, that's a tough question. Norma has listened to us.

There's lots of dissention right now. I think that's based on a perception. Some think LBPH didn't get cut as much as other programs. Clearly LBPH hasn't taken a cut. The State Library has even added staff to it. It's a challenge for the State Library. LBPH serves 12,000-15,000 people and does great work…but that's a small % of the population. LBPH hasn't shared the pain.
There's also the issue of transparency. People feel the State Library hasn't been clear. The way the State Library expresses things isn't clear to the library community.

We've lost Get a library card online and Q&A NJ even though there's a need. Things for small businesses and funding for the databases are important. We always have to make hard choices. The decision was for the State Librarian to make. That's a part of reality. She had to decide. We've taken the blows and remain standing…there's still one healthy region. We need to continue to work with the remaining region. Things like the databases individual libraries could never do for themselves. So the State Library prioritized them.

We are doing that---but we should be looking at what we're spending it on.

Are changes possible? My gripe is that the library community preaches to the choir. We shouldn't assume politicians are aware of our services. I wish LSTA could be used for awareness of services and for the value of libraries. We have to get the word out and shape opinion. People need to know libraries' return on investment.

I wouldn't second guess the State Library in the allocation of the LSTA dollars. I look at the big picture…things that impact my clients. I wish that they had direct grants to purchase materials again, but… All benefit from the funds they way it is (not direct grants, but statewide).

The number of staff paid by LSTA is becoming an issue. As the role of JerseyConnect business plan has evolved, I worry that LSTA funds will go there.

Programs that are available to people statewide (databases, technology, Catalog) –good way to equalize access.

I need more information from the State Library to answer that. I'd like a look into statewide library card and a look into a statewide automation system. Each local library spends lots of money on that. But I don't have confidence that the State Library could make these happen.

JerseyCat/ILL are very important. I'm not sure the State should be serving Baby Boomers. I resented the workshop on e-books that brought people in from other states and met at a big hotel. We don't have as much diversity in her community—just Spanish and English.

To what extent has New Jersey's implementation of the program furthered the purposes of improving access, increasing resource sharing, reaching out to individuals with special needs, and building strategic partnerships?

What seemed reasonable in 2007 seems impossible today. What's missing is the statewide library card. It just doesn't make sense without that. But we can't move in that direction these days. So, #1 is the statewide card. It died in the most recent recession. NJ has too many political subdivisions. We tried the statewide card in the north area five years ago, but it has died. All my members want delivery. #2: there's also the problem of not serving people without English skills. It's hard to generate support for that locally.

LSTA should support things beyond the capacity of local libraries.

It has been excellent—the State Library is cognizant of the goals all the time. For example, access rides on the back of cooperatives and delivery service. They have used federal and state funds in conjunction to move us forward—juggling in an environment of reduced dollars.

I like the focus on access in the area of diversity—not just the disabled. The composition of the state makes diversity a bigger umbrella, not just limited to LBPH. We focus on services to the autistic. We got a grant from the New Jersey State Library (NJ SL) to train staffs on serving autistic patrons…had to have an action plan, etc. It's a really solid plan and process. We'll use the model for leveraging for another grant.

Fairly well—very effective. Strategic partnerships: State Library has been a major force in this. LBPH is a tremendous resource.

NJ has been successful in all four areas. Databases and JerseyConnect speak to the first one; JerseyCat—resource sharing—available to all libraries. LBPH for special needs, but also there has been diversity training with LSTA funds. I'd highlight the excellent workshops on the preservation program. In each of the four areas there are examples of good programs.

That's been done in every area!! LBPH created kiosks for libraries statewide to get the information where the people are. That's a statewide service placed at a place where people are and can use them.

What's different now? The world is different. I hope LSTA is restructured. Resource sharing…all of the things in the Act—all have changed in the economic downturn. What's lacking here, instead of a discussion of less money than in the past, this conversation doesn't happen. There's a basic lack of trust regardless of whether the decisions were right or not. The State Librarian unilaterally closed the regions. The world had changed, but that led to distrust and it builds on more distrust. We should change the leadership!

Definitely—there's been an emphasis on developing partnerships and more targeted toward underserved populations.

I wouldn't second guess the State Library in the allocation of the LSTA dollars. I look at the big picture…things that impact my clients. I wish that they had direct grants to purchase materials again, but… All benefit from the funds they way it is (not direct grants, but statewide).

Access—it's terrific for us (high speed); resource sharing: JerseyCat is excellent most of the time. Patrons have access to catalogs all over the state. Special needs—we don't have a large ethnic/language groups, so I see it as visual and hearing services. We get fabulous access with LBPH.

The databases wouldn't be available without LSTA. For the most part the goals have been achieved.

Strengthened statewide use of databases; strengthened our network, which serves all. Resource sharing is a great example (she'd like to have a chart with the allotments over the last 5 years). We had literacy grants, etc. that targeted specific populations, met urban library needs. Some of the subgrants were valuable and should be on the list of activities that furthered the purposes, but lots of little grants don't serve statewide.
The TBBC kiosk has really helped. It's a positive step in serving special populations. But I don't see the strategic part in resource sharing—it's just the same ongoing. These are all things that have been in place for some time.

Databases have increased access; so has Jersey Cat..they level the playing field around the state. We're the only access students have to databases. Anything that can level the playing field is most important…including Q&A NJ.

What should be highest priority in terms of addressing the library service needs of NJ residents in the coming 5 years?

#1: make sure people get service! With local funding that's not happening. The NJ LBPH charter includes serving mentally disabled adults, for example. Citizens should have consistent equality in library services. LSTA focus should be on databases and LBPH. The State Library put the money where it had to go. Norma decided right.

I'm looking forward to the statewide strategic planning. It will assist our libraries in remaining relevant. We have to do this together. Local libraries have to be able to illustrate their value to local funders.

With my "VALE" hat on—electronic resources including JerseyClick. Database access is huge.

Personally, I think the highest priority should be the State Library commitment to statewide programs rather than subgrants. I'd like the State Library to focus on seeing that services are delivered through all libraries and not focus on the State Library. We need to make sure all libraries are prominent, not just the State Library. Should focus on partnerships, build local portals, etc.

State Library is helping us keep up with technology—it's all partnership based. The State Library puts together information packets so we in the field can be part of the change. State Library helps us become players. Urban libraries have the biggest challenges right now. Kindles/nooks are coming in; we need to deal with digital materials. There's lots of joint planning going on. Needs remain, but in changed formats. Statewide use of funds funnels dollars down to local libraries; we couldn't do without that.

Subgrants are a mystery—it isn't very open. There's a great deal of structural deficiency in NJ libraries. Regionals had a role. I didn't realize there were such deficiencies in NJ public libraries. There's a real problem in that some libraries just don't know what to do. They have a myopic understanding of what they should be doing. State Library should be doing things to help these people!! We must change behavior or libraries will be dinosaurs. They have undermined libraries by putting money into JerseyClicks, etc., the glitzy stuff. We can't address the needs of the population; one size doesn't fit all; databases don't do it for those people who need English language help.

It would be great to talk to futurists. Minnesota did a great program. Culture is changing quickly. We don't want to become obsolete. Must prepare for the future—look at trends and how to position ourselves.

#1 is information access universally available at the lowest cost; #2 is providing computer access—hardware grants; and #3 is resource sharing (JerseyCat)

Not sure how much is set/flexible. Database licenses are a clear advantage. All other things: LBPH, Connect—as long as they're re-engineered, yes support, but the form that they've had in recent years may change. It's confusing; programs have moved back and forth as to funding; I want to know how much a program costs, regardless of how it's paid for. The State Library hasn't made a solid case why things are done so that we'd understand. I think the State Library provides information, but it isn't what I asked for. It's not the transparency point; it's understanding what the council needs to know/have to make decisions. There's a big "communication gap."

Strengthened statewide use of databases; strengthened our network, which serves all. Resource sharing is a great example (she'd like to have a chart with the allotments over the last 5 years). We had literacy grants, etc. that targeted specific populations, met urban library needs. Some of the subgrants were valuable and should be on the list of activities that furthered the purposes, but lots of little grants don't serve statewide.

We need to see libraries be positioned to be in e-government. I wish for libraries to be in the center of things—recognized as being centers for e-government. Libraries as partners. Use LSTA to do demonstration activities to see how a library could be an effective partner in that.

The TBBC kiosk has really helped. It's a positive step in serving special populations. But I don't see the strategic part in resource sharing—it's just the same ongoing. These are all things that have been in place for some time.

I can't answer that because they're having staffing and funding problems at the State Library—so things will be level, but…if I had my priorities, they'd be: to improve access, facilitate that with a statewide library card and automation system. The problem is that NJ is a home rule state.

I like the idea of the statewide ILL (JerseyCat), but some don't like the software. I want it expanded. I would like to see the State Library spearhead statewide access to e-books and downloadables. The State could negotiate that on our behalf.

Anything statewide. It's hard to decide among statewide projects; hard to see how much goes to overhead at the State Library.

All things are going electronic—that's where it would benefit people most. They should improve computers. Provide laptops for the public…we're testing that in one branch. But we also have to compete on the level of books/coffee shops…provide comfortable spaces. We can change how we use space because the reference print collection is shrinking. We have a gadget garage. People can use the gadgets there; we teach them how. Also have an area in the library where people can download materials. Just got an app for smart phone that allows you to browse collection and put things on hold.

The LBPH kiosk is great; give people devices to read their books, make more available. Programming is big—should be funded and expanded. There's an emphasis on children now, but we should give more to adults too.

Interviewees

Ingrid Bruck, Director, Long Branch Public Library
Leslie Burger, Director, Princeton Public Library
Beth Egan, Director, Gloucester City Library
Wilma Grey, Director, Newark Public Library
Susan Kaplan, Chair, LSTA Council and Director Ayerville Public Library
Suzanne Kidzy, President of NJ Association of Library Assistants
Mary Martin, Chair, NJ Network Review Board
Cheryl O'Connor, Executive Director of LibraryLinkNJ
Eileen Palmer, Executive Director of Libraries of Middlesex Automation Consortium
Taras Pavlovsky, Chair of Virtual Academic library Environment
Gail Robinson, Director, Bridgeton Public Library
Pat Tumulty, Executive Director, NJ Library Association
Robert White, Executive Director, Bergen County Cooperative Library System

Appendix C: Web-Based Survey Summary

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

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
JerseyClicks (Statewide Database Licensing)	**0.9%** 2	**7.2%** 16	**5.4%** 12	**15.2%** 34	**16.1%** 36	**55.2%** 123	**100%** **223**
JerseyConnect (Statewide Technology Support Services)	**22.6%** 50	**15.8%** 35	**7.2%** 16	**16.7%** 37	**11.8%** 26	**25.8%** 57	**100%** **221**
JerseyCat	**3.6%** 8	**13.1%** 29	**6.3%** 14	**15.4%** 34	**15.4%** 34	**46.2%** 102	**100%** **221**
Q&A NJ (Virtual Reference Service)	**10.0%** 22	**40.0%** 88	**10.9%** 24	**19.5%** 43	**9.1%** 20	**10.5%** 23	**100%** **220**
NJSL Talking Book and Braille Center Services (TBBC)	**16.2%** 36	**34.7%** 77	**16.2%** 36	**15.8%** 35	**10.8%** 24	**6.3%** 14	**100%** **222**
Diversity Leadership Program Grants	**35.3%** 78	**41.6%** 92	**8.6%** 19	**9.5%** 21	**2.7%** 6	**2.3%** 5	**100%** **221**
Public Library Literacy Leadership Program Grants	**36.2%** 80	**36.2%** 80	**10.9%** 24	**6.3%** 14	**6.8%** 15	**3.6%** 8	**100%** **221**
NJ Union List of Serials	**18.4%** 41	**32.7%** 73	**13.5%** 30	**13.5%** 30	**14.8%** 33	**7.2%** 16	**100%** **223**
Early Childhood Literacy Grants	**36.4%** 80	**32.3%** 71	**12.3%** 27	**7.3%** 16	**5.0%** 11	**6.8%** 15	**100%** **220**

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

Count	Response
1	A few patrons have used JerseyCat to access titles that are unavailable locally.
1	Ability to provide materials not available locally, or specialized materials
1	Academic Search Premier has had the most impact on our services.
1	Access to content that would otherwise be too costly for us to purchase
1	As a small library, we rely on JerseyCat heavily to augment our collection.
1	Because of JerseyCat, patrons know we can get them almost any book. They love the service!
1	Boring
1	Connecting to our computer consortium and to the internet is critical in our community.
1	Cooperative purchasing has helped to contain costs.
1	Could refer patrons to the 24 virtual reference service through our website
1	Databases are simply crucial to our being able to provide excellent reference services.
1	EBSCO, ReferenceUSA and other statewide databases have been extremely helpful to our patrons.
1	Employment section of JerseyClicks, although it is difficult for patrons to find on their own
1	Enables us to give our patrons what they need/want
1	High quality college research projects are completed.
1	Important to provide database access for our patrons
1	JerseyClicks is provided to my library thorough the Monmouth County Library.
1	JerseyCat - ILL services
1	JerseyCat critical for ILL services
1	JerseyCat is important as a last resort for ILLs, when our BCCLS catalog is a no hit.
1	JerseyClicks and JerseyCat are widely popular among patrons.
1	JerseyClicks and JerseyCat expand our collection and services.
1	JerseyClicks saves us on Business Source database.
1	JerseyConnect has been invaluable in assisting a medium sized library to stay competitive.
1	JerseyClicks lets us use our money for other resources.
1	JerseyCat (ILL) is one of the most used services in our library.

Count	Response
1	JerseyConnect hosts our website - Thank You! We use JerseyClicks every day.
1	JerseyConnect is our consortium e-mail system. It is needed and used all the time.
1	JerseyCat helps find books we need for patrons. JerseyClicks helps expand our databases.
1	JerseyCat is a superior service that allows us to get books that are not available in BCCLS.
1	LSTA has allowed us to provide computer service to our customers with acceptable bandwidth.
1	Provision of databases services
1	ReferenceUSA and the Job and Career Accelerator are the most useful here.
1	ReferenceUSA is a must, gets used a lot by public and reference. Same for JerseyCat.
1	Statewide databases are heavily used.
1	The access to databases
1	The databases are valid sources of info that our clients, patrons will use when given guidance.
1	The technology backbone and the database licensing could not be replaced on a local basis.
1	Used for ILL service
1	We couldn't afford these reference databases on our own.
1	We have databases we could not otherwise afford.
1	We really haven't been able to compete with larger libraries for any of these grants.
1	We received a literacy grant and had classes.
1	We use JerseyCat very frequently when we can't find an item in the state of NJ.
1	We use JerseyCat constantly for ILL.
1	We use the state library e-mail service, so I would say JerseyConnect.
1	Without JerseyClicks we would not be able to afford the databases.
1	Would not have these great databases for our patrons
1	Academic urban library with a large ESL and remedial population
1	Being able to provide services (Q & A) beyond the four walls of my school library
1	Database licensing enabled us to gain access to this content.
1	JerseyCat and Clicks
1	JerseyClicks and Q&A are both extremely important programs for the public.

Count	Response
1	Our patrons are using what they are familiar with.
1	Students greatly miss Q&A.
1	We get many JerseyCat requests.
1	We are a small library with no IT personnel on staff. We rely on JerseyConnect and its wonderful staff to help us navigate technology issues. They host our e-mail and our webpage, two very, very important library services, which means we can rely on them for expertise. Today, for example, they helped me out with a problem with our e-mail.
1	Incredible value achieved by accessing multiple databases through the state library. We could never afford to do this on our own.
1	Having EBSCO databases and ReferenceUSA paid for by the state helps us to better meet our patrons' needs.
1	JerseyCat gets the most comments for the service of backing up our collection. It is simple, direct and convenient.
1	Database access is very important for educational and research support of the community. Databases bought individually are very expensive and buying cooperatively serves everyone well.
1	Our databases get used every day and we've cancelled our subscriptions to some print sources that are better covered/more accessible through the databases.
1	Students and staff use the databases on a daily basis for research assignments and professional development.
1	Statewide database licensing gives this library access to quality information, which is a growing need.
1	JerseyCat is very important to our patrons and how we are able to find books and other materials for them that we do not own.
1	Library cannot afford to pay for our own databases due to budget cuts. JerseyClicks allows our patrons to have access the databases thanks to state library.
1	The "Jersey" trio (Cat, Clicks and Connect) give us the biggest bang for the buck. Our staff and patrons benefit from fast internet, a common catalog and data bases we could NEVER afford on our own.
1	As of right now, we could probably not afford to purchase the range of databases available in JerseyClicks and we would be very hard pressed to provide adequate reference service without it. Also, our patrons love the fact that we can easily get them materials through JerseyCat - this is a service that continues to distinguish us from bookstores and e-readers.
1	Databases that could not be afforded by our library alone; also must give shout out to Q&A NJ's 24/7 service, because lots of our people work all day, attend school at night, need librarians' help to find best sources--even the best databases don't always make sense to them until they get help.

Count	Response
1	JerseyClicks is a HUGE service to my middle school. With budgets shrinking, I know that our students still have access to databases and quality information for research. Students are introduced to these databases during their research semester and gain experience in using them throughout the year.
1	My school district cannot afford to purchase subscriptions to all the databases offered by the state library.
1	JerseyCat is an amazing service for our small library. Without JerseyCat and ILLs we would be unable to provide our patrons with adequate materials.
1	The databases from JerseyClicks have had great student usage and some business usage. Also, the business products and educational / job training resources have been invaluable. We teach computer classes using these resources and do a lot of one on one instruction. JerseyConnect, particularly with the BTOP enhancements and bandwidth upgrades, computer classes were especially helpful and saved money. Of course JerseyCat is essential for small libraries borrowing for educated citizens. Q&A was not used often, but it was great to be able to refer people to the 24/7 service. It is too bad the national model had to go. Personally I used it several times over many years and thought it a unique resource for everyday citizens.
1	We use JerseyCat extensively; don't know what we'd do without it. We don't use JerseyClicks quite as often, but find it a valuable tool.
1	I work in an academic library and the majority of the impact of LSTA projects come from the JerseyConnect and the NJ Union List of Serials, though there ARE programs that other states use their LSTA money for that have greater impact for academic libraries as well as public and special libraries, such as a shared integrated library system and union catalog that works for the entire state (i.e., NOT JerseyCat) and digital library projects like ACCESS PA in Pennsylvania.
1	The statewide database licensing has the biggest impact on our library and our district, allowing us to maintain database access for our students and staff despite severe budget cuts. Without database access, our students would be at an educational, technological and informational disadvantage that would affect their ability to function in a 21st century informational age and their ability to compete with their peers.
1	JerseyConnect has simplified the management of our consortia's telecommunication infra structure. It has also enabled the consortia to save money, provide consistent service, and provide a uniform structure.
1	We are very grateful for access to resources that support teacher education -- MAS Ultra, etc. provide access to K-12 magazines, for instance.
1	JerseyClicks provides vital online reference and access to homework, personal information and small business help. We are constantly showing patrons how to use the databases to find accurate online (not Google) information. We no longer provide print of many magazines and rely on databases for personal consumer information. The library, more than ever, is the people’s university. JerseyCat: sharing materials across the state is a vital resource. The diversity of New Jersey lends itself to varied collections across the state. That we share our resources encourages learning and unity. NJSL Talking

Count	Response
	Book and Braille Center Services (TBBC): a growing population of older patrons with reading disabilities rely on the audiobook format to keep educated, informed, entertained and in touch with their world. How would NJ libraries access the federally funded LOC program without the NJSL TBBC? Loss of these services would open libraries to discriminatory practices as e-books and audiobooks are becoming more expensive and less available to libraries. Although I ranked JerseyConnect as a low priority, I may not be aware of the impact that might have on our system. I believe our computer and internet services are county based. If I am mistaken, then having internet and computer access for patrons statewide would be crucial. New Jersey residents without access to computers and internet will become unable to stay informed, educated and employed.
1	JerseyCat allows us to provide materials for our users that would otherwise be unavailable, i.e., titles not collected by our library/consortium; especially older titles no longer readily available or desirable for our own purchase.
1	JerseyClicks is important for helping job seekers and kids with homework assignments. Also, college kids need access to the databases from their public library. Many of the reference questions we answer start with clicking on JerseyClicks.
1	TBBC is my library. We provide services to a segment of the NJ population that often can't or doesn't use these other services through public, school or academic libraries.
1	We have many students that use our library for research projects and we rely heavily on the databases to help them with their projects. We also conduct database training for the students and many who have gone on to college still rely on these databases to help them with projects.
1	JerseyConnect underwrites our Internet costs through Access NJ. All technology support is critical because it is so costly and so many of our library users depend on these services.
1	BTOP negotiated telecom data costs have benefitted us by providing increased bandwidth at affordable price. Access to JerseyCat and delivery services speeds ILLs.
1	Enabling our career college students to use databases that we don't provide (since ours are more specialized) has helped them in general classes such as Oral Communications and Group Dynamics. The availability of education journals has helped searches for our faculty/deans, and the library literature has helped the librarian.
1	JerseyCat: the statewide interlibrary loan service is highly valued by our patrons. Without this service, many patrons would just not get the materials they need or desire.
1	JerseyCat, although not without its flaws, does the most good for our patrons; they know what libraries have their books and that is very important to us.
1	When funding for statewide databases was cut, my library had to cancel subscriptions to less-used (but still important) databases in order to pay for them ourselves.
1	Funding subscription database access is essential for our library. Without this invaluable service, my library would suffer a substantial decrease in service to its patrons who rely heavily on databases.
1	Free access to JerseyClicks allows this academic library to provide resources to our

Count	Response
	students that we cannot afford to provide, although they are useful to them. Having these resources allows us to concentrate on subscribing to more academic electronic resources, creating a nice electronic resources ecology for anyone using our library (i.e., we can provide both academic electronic resources AND electronic resources that meet the needs of younger children and of general information needs....all in one building.
1	JerseyClicks is the core of our online research services for the public. We could not function without it.
1	We don't have staff to offer virtual reference and depended greatly on this statewide service to support students and adult learners. We regret the shutdown and not funding Q&A NJ. Databases are one of the most important things that LSTA currently funds for libraries; JerseyClicks is a worthwhile portal for database access. The IMLS scholarship program to train diverse librarians was a wonderful program and LSTA could and should legitimately fund programs.
1	JerseyConnect has satisfied a need by providing the web site host and providing an experience. We are able to get e-mail messages and link to the tech we like to access. The connection to the outside area is great.
1	Being a very small library, (population under 4,500), we rely on JerseyCat to provide items for our customers that we could not afford to purchase, as well as provide books for our two book clubs. Similarly, we do not have a "reference librarian" per se, so if we cannot answer a question, we direct our patrons to Q&A.
1	JerseyClicks has enabled us to gain access to some databases not purchased by our library system. I used them more when we were participating in Q&A NJ than I do now; am not sure how much use they get by my colleagues/co-workers.
1	None have had a very large impact as we are a very small library; however, we have received some excellent literacy grants and a music grant that was huge in this library.
1	We couldn't afford any databases if we had to pay for them ourselves. Our population is not technology friendly and uses technology available through the library for many things. The databases are utilized when we show them to library users and our staff uses them to find answers for requests for information.
1	JerseyConnect is essential for our library's communications; JerseyClicks and JerseyCat are incredibly well-used by library patrons. We are a small municipal library and could not offer this level of service on our own.
1	The database licensing for EBSCO makes this collection an integral part of our school library's collection. It is the most authentic and meaningful way we can support the NJ Core Curriculum Standard for literacy in reading nonfiction. On our own, we could not afford this rich database.
1	Database support, technology support: the convenience of mobile devices urges librarians to offer information through these applications. Talking Book and Braille services are invaluable to those who are limited in reading materials. Early childhood literacy is the backbone of confident and successful adults!
1	JerseyConnect support for internet service, housing and maintenance of e-mail and web

Count	Response
	server is absolutely invaluable to us. We could not function without this.
1	With the reduction in budget, JerseyCat has allowed me to find and interlibrary books my patrons want.
1	These gave my students the opportunity to find authentic information to do their research. It taught them how to use the internet responsibly. Q&A NJ was wonderful to use. The students enjoyed interacting with a real librarian when they needed information and the regular library was closed. Due to the fact that my school budget has been drastically reduced, we do not have the money for databases. The statewide databases offered are a godsend!!
1	We were able to use NJ Q&A to get some very obscure information for one of the children of one of our staff people.
1	I work in a middle school library. We use the databases often, mostly Career Transitions for career prep, EBSCO for general research, and NoveList for library and English language arts related searches.
1	Patrons are very happy with the quantity and diversity of reference sites available through the Monmouth County Home Page.
1	We couldn't afford to purchase EBSCO on our own and need the discounts offered for the other databases in order to be able to purchase them.
1	JerseyClicks provides us with databases that we could not afford to purchase on our own or through our consortium. It is extremely important to us and the selection of databases is good, particularly ReferenceUSA. JerseyCat ILL service is also extremely important to us. We could not offer nearly the number of ILLs we do to our patrons. Improved JerseyCat ILL service would in fact be much appreciated.
1	My library relies heavily on these databases, which are important parts of our overall database offerings. We would lose a number of databases if we had to absorb these costs in our local budget.
1	Statewide database licensing has been a godsend because of budget cuts in other areas to libraries. Access to information provided by libraries of all stripes enables our citizens to be informed and is a necessary component of our democracy.
1	Increased use of library computers for research; increased understanding for need of state funds to support access to databases
1	JerseyClicks allows us to have access to databases we couldn't otherwise afford, Academic Search Premier especially.
1	Q&A NJ is important to all NJ public library users because it provides access to librarians when the public libraries are closed. Many library customers have important information needs when the libraries are closed or when they cannot get to the library.
1	The access to online databases is a critical support service in the school library and also the public library where I work.
1	Providing the backbone for our WAN and paying for the databases both help us save

Count	Response
	money that we can then use to increase/purchase more databases and provide a higher level of technology for our patrons.
1	Statewide databases are essential to providing first and second source references for librarians and users. These databases are a tremendous savings to libraries as well as expanding available services into areas that would not be possible to support locally.
1	Ability to borrow extra copies and titles we don't own is invaluable. As a small library in Union county, we also use it to direct people to other libraries for immediate need. Now all we really need is a universal NJ card!!!
1	JerseyCat is SO indispensible for ILL for us librarians to be able to show patrons where things are and if they are available in the State. I would like to say though, that patrons are almost completely unaware of the databases and they would get a lot more use if the state promoted them properly. There is no need for people to ramble through non-credible resources on the web when this is available to anyone who knows about it.
1	The health databases, and most especially ReferenceUSA, offer credible sources of information, as opposed to random Google searches. I miss Q & A; in a small library without a reference librarian they bailed me out a bunch of times. ILL is one of the most amazing collaborative services libraries offer and JerseyCat is the first step in that program.
1	It is hard, if not impossible, to overestimate the impact of access to the databases provided on JerseyClicks, most specifically EBSCO Academic Search Premier and EBSCO Business Source Premier. Quite simply, having access to these two allows us to deploy other funds to more specialized online sources. If we had to buy these ourselves, we would have to drop the others; no question about it.
1	Patrons want internet access most of the time and it is used to complete school projects from middle school through college. Seniors and other adults 'surf' the net and our public computers (30 of them) are always in use with individuals searching for magazines, medical information, language support, etc.
1	Our school would have NO databases without your support. This is a crucial tool for helping our students become college ready & 21st century thinkers!!
1	We use the databases on JerseyClicks often, as do our patrons from home. As a small public library we use some more than others, but as a general rule, other than delivery, the databases are one of the most important statewide services for us.
1	Having JerseyCat was of great benefit at my library. We were able to offer our patrons another venue to obtain items from.
1	Q&A NJ is the only way for people to ask questions and get answers when the library is closed or they cannot get to us. Very helpful service to after school programs.
1	A subscription to the databases provided by the State Library would take a tremendous bite out of our library's budget. We would definitely have to drop one or two of the databases we subscribe to privately as our patrons depend on having EBSCO, especially, available to them, so we would have to subscribe on our own if the State did not provide it.

Count	Response
1	Mount Laurel Library received a $20,000 grant to build an early literacy center and program, which has been very successful. It's branded under the slogan "We read together" and encourages parents and caregivers and children under five to read together to develop early literacy skills. It provided partnership opportunities with our Friends of the Library, with ALA and their early literacy program materials and Friends of Library USA with their Books for Babies program.
1	Jersey Clicks has allowed our patrons to access high-quality research materials from the library or from home. It is an excellent value and service. JerseyCat permits easy access and delivery of ILL materials from beyond our consortium database. It too is an excellent value and service...and fun too!
1	My 'library' is a computer center. I cannot overestimate the value of the services most of our libraries receive via JerseyConnect. I am speaking on behalf of 13 libraries plus our computer room. The libraries themselves may be unaware of the huge benefits of JerseyConnect, as the services are not in front of them every day.
1	JerseyCat enables us to quickly locate interlibrary loan materials and is also helpful with cataloging questions. JerseyClicks expands the range of database options available to us, especially in other languages (e.g., Informe).
1	We use JerseyCat on a daily basis to meet our patrons' needs and to help other libraries meet their patrons' needs.
1	JerseyClicks provides us with significant databases. ReferenceUSA through JerseyClicks is our only business database. We make limited use of JerseyCat for hard to find items that are not available in our public library consortium.
1	The JerseyClicks statewide databases have greatly contributed to high school students' research and independent queries for school work and personal information.
1	JerseyConnect has enabled us to host our web site free, provide employee e-mail accounts free and obtain Internet service at a discount price. I don't know how our budget could have handled these things otherwise.
1	TBBC provides access to information to people who would otherwise have none. NJULS is a very valuable tool for librarians assisting customers with research.
1	Our library could not provide the databases to our customers without the support of JerseyClicks; and interlibrary loan without JerseyCat. We could switch from JerseyConnect to another source if needed.
1	We use JerseyCat on a daily basis. Our patrons appreciate the ability to borrow resources from the entire state. We also rely on JerseyConnect for our internet service.
1	Since resources are limited, the online databases, ILL, technology support and even Q&A, are helpful for us.
1	JerseyClicks for research and information.... but for those who know HOW to use it only.... there should be more training.
1	My students would not be able to have the level of access to databases without the statewide databases. They would be limited to whatever my district could afford and to

Count	Response
	what is available on the wild, wild west internet. I need to be able to teach students about information that is not available on free internet.
1	I use ILL and JerseyCat almost every day to pull in books for my high school. I could never have a collection large enough for the broad research we do here!
1	JerseyClicks has made a number of invaluable databases available to the patrons of all kinds (Students, faculty, staff, alumni and people from the local community.) here at Montclair State University. If funding for the program is cut further the library will very likely have to cut back on the resources it makes available as well as its interlibrary loan program.
1	From its inception, Q&A NJ has come to the rescue of our most underserved users. Whatever their limitations, challenges or circumstance, these users could rely on Q&A NJ to provide them with needed information, often making a marked, positive impact on their academic and personal lives. Helping our users move forward, isn't that what public service in libraries is all about?
1	The databases from JerseyClicks are widely used. If the library had to purchase these digital materials on our own, we would not be able to do so, and our customers would suffer.
1	JerseyCat: as a small stand-alone public library, we could not provide our patrons with the range of materials they need without access to larger library systems through the NJ interlibrary loan system.
1	The services provided by JerseyConnect are essential to this library. The connectivity to the internet is outstanding as is the e-mail service. JerseyConnect allows me as the library's director to provide these services worry-free.
1	In this economy reference service and NJ Link, JerseyClicks have become a very important part of the Bayonne Public Library. Without these services our library will disappear.
1	Databases are useful for students, especially in upper grades and college for research assignments and for teaching them search techniques and strategies and providing citation formats.
1	It provides serious academic journals via the databases that we would not be able to afford. The literacy programs are not part of the academic library but are vital services provided by libraries.
1	Literacy is very important in our community. For many people, English is a second language. Also, a number of people have not completed high school or even learned to read. Without these skills it is very difficult for people to get employment.
1	Jersey Cat and JerseyClicks allow our users to obtain information and material that we would not be able to afford or house in our library.
1	My library is too small to afford access to multiple research databases. JerseyClicks helps improve my ability to provide reference services to my library's patrons. JerseyCat is also very valuable and is used extensively by my patrons to obtain books not held in my library's collection.

Count	Response
1	I have referred many individuals to the Job & Career Accelerator website. It's an excellent product; we get positive feedback from patrons.
1	Our connection to JerseyCat helps us fill the ILL requests of our patrons and is an integral part of our customer service platform.
1	Having access to quality databases provided by the state is of tremendous value. The state pays for what I would consider the essential online resources-- EBSCO and Facts on File. For our library, it means that we can focus our budget on other electronic resources as well as our print collection.
1	JerseyCat has been an invaluable service during the past few years of economic challenge to our library. JerseyCat has filled an enormous gap in providing our customers with a wide array of books and media items as the result of budget cutbacks to our collections. Although our library has purchased fewer books and media items, this void has been virtually transparent to customers who continued to receive almost seamless support for their requests.
1	Q&A NJ was a heavily used and loved service. It was cost effective and provided a much needed service, especially to those who needed library help after hours (students, those working multiple jobs, etc.). It's absolutely terrible that this program was axed.
1	The databases and interlibrary loan services form the backbone for providing access to information for our patrons.
1	Many in our community cannot afford technology. Their only contact with computers, computer instruction and databases comes from our library. Without state assistance, we could not afford to provide the much needed computer equipment and training for our patrons.
1	JerseyCat is widely used by the teachers in our school district. Since we are located at the extreme southern tip of New Jersey, our teachers find it very difficult to journey to any college/university library to conduct research. One of our teachers considers the materials she received through JerseyCat as highly important in her attaining a PhD degree.
1	JerseyCat provides the database for interlibrary loan service, which is used frequently by our patrons. We are a small, standalone public library and ILL service is a crucial way to supplement our limited materials collection.
1	JerseyClicks allows us to provide some databases we would not be able to afford on our own. It has also made possible for us to drop some databases and pick up others that we are more interested in pursuing on our own because the state is providing the others.
1	JerseyClicks is a very valuable resource in a small library like mine. If we did not have access to those databases through the state we would not have the funds to provide our patrons with this necessary resource. It's by far the MOST important service.
1	Each of the services I rated "5" is vital to our library. We use them on a daily basis and I can't imagine how we'd function without them. The loss of Q&A NJ has helped send us backwards to the 20th century and I hope this service can be restored soon.
1	JerseyCat allows faculty and students access to so many resources that we would not

Count	Response
	normally have here. Its quick delivery is easy so students and faculty are encouraged to use it.
1	We use ReferenceUSA multiple times a day to look up phone information for our patrons. We also have been trying to do a lot of training on the job databases.
1	Our patrons use JerseyCat to get those hard-to-find items that aren't otherwise available to them.
1	JerseyConnect is VITAL to our patrons in today's economy. It has given the library many opportunities to teach computer classes, helped our patrons apply for employment, financial assistance, do homework, send e-mails, and so much more. Without this grant we would be at amiss on how to fill the financial strain on top of what we already have.
1	We use JerseyCat constantly to fill interlibrary requests from our patrons and to fill requests from other libraries for our materials. Being able to secure materials that we don't own ourselves is an important capability for the library to have.
1	We use JerseyCat all the time to find out who has the information that we need for our research projects. We ILL or visit the repository. It is like a "one-stop-shopping," although sometimes we find that we still need to go outside JerseyCat to locate items.
1	We use JerseyCat mostly in our library. Most of the time we can find the book we need. We also call Trenton for special articles that people are looking for and we don't have.
1	Q&A is a vital service to offer in this day and age. People are used to accessing information 24/7, whether on the television or computer. They expect such service from the library.
1	Well we did participate in Q&A and I was sorry to see it eliminated, but we are really affected by any cuts to the databases. We rely on those a lot for our students.
1	We use JerseyCat everyday in our library to support our interlibrary loan program for faculty and students. We much prefer to go through a local institution.
1	Without EBSCOhost, my students would have far fewer resources for their research. My school library budget could not begin to pay for this collection of databases.
1	JerseyCat is an invaluable service to us. In any economy, not every library has everything. JerseyCat provides us with those materials and books through technology and delivered in a reasonable time period.
1	Many libraries would not be able to offer valuable online resources without the statewide databases.
1	We use the JerseyCat service daily. Our students and staff love being able to borrow books from the entire state.
1	Literacy grants have helped us get books into the homes of poor children who otherwise would not have had any and have enabled us to convince parents to read to their children.
1	JerseyCat and JerseyClicks have high impact as our library patrons request these services the most.

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

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
JerseyClicks (Statewide Database Licensing)	**9.6%** 21	**1.4%** 3	**2.3%** 5	**4.1%** 9	**14.7%** 32	**67.9%** 148	**100%** **218**
JerseyConnect (Statewide Technology Support Services)	**28.1%** 61	**2.3%** 5	**5.1%** 11	**11.5%** 25	**17.1%** 37	**35.9%** 78	**100%** **217**
JerseyCat	**7.8%** 17	**3.2%** 7	**3.2%** 7	**14.7%** 32	**17.4%** 38	**53.7%** 117	**100%** **218**
Q&A NJ (Virtual Reference Service)	**21.0%** 45	**16.4%** 35	**11.2%** 24	**16.8%** 36	**15.4%** 33	**19.2%** 41	**100%** **214**
NJSL Talking Book and Braille Center Services (TBBC)	**30.0%** 65	**5.1%** 11	**10.6%** 23	**18.9%** 41	**15.7%** 34	**19.8%** 43	**100%** **217**
Diversity Leadership Program Grants	**54.4%** 117	**11.6%** 25	**8.8%** 19	**12.1%** 26	**8.4%** 18	**4.7%** 10	**100%** **215**
Public Library Literacy Leadership Program Grants	**53.5%** 116	**12.0%** 26	**8.3%** 18	**10.1%** 22	**9.2%** 20	**6.9%** 15	**100%** **217**
NJ Union List of Serials	**33.5%** 73	**16.1%** 35	**13.8%** 30	**11.5%** 25	**14.7%** 32	**10.6%** 23	**100%** **218**
Early Childhood Literacy Grants	**53.3%** 114	**8.9%** 19	**8.4%** 18	**12.1%** 26	**7.9%** 17	**9.3%** 20	**100%** **214**

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

Count	Response
1	Access to resources and cataloging information
1	Access to the databases allows a wider range of research.
1	Again JerseyCat is needed by libraries.

Count	Response
1	Again, JerseyCat allows NJ libraries to share their 'wealth' with other libraries.
1	All institutions benefit from the range of resources offered through JerseyClicks.
1	Can't rate. Academic libraries have different goals.
1	Cost effectiveness of database service for all - power in numbers
1	Databases are used heavily in public libraries as well.
1	Diversity leadership partners libraries with the entire community.
1	JerseyConnect gives libraries access to technology.
1	High visibility program that was easily understood by customers and fulfilled a need
1	I am unequipped to comment on impact beyond my own service area.
1	I feel strongly about these services being offered on a state level also.
1	I know that many libraries rely on the JerseyClicks and JerseyCat.
1	I suspect that JerseyCat is a very much used service all over the state.
1	Interlibrary loan for books is essential for NJ Libraries at an affordable cost.
1	JerseyCat is a statewide service. I think all libraries use it.
1	JerseyClicks saves ALL member libraries a lot of money.
1	JerseyCat is essential for citizens of our state. We must maintain this service.
1	JerseyCat offers every library user access to hard-to access titles.
1	JerseyClicks and JerseyCat are both essential services.
1	JerseyConnect has been beneficial, especially to small libraries.
1	Job and Career Accelerator and ReferenceUSA
1	Many libraries in NJ depend on JerseyConnect and JerseyClicks databases.
1	Most public libraries would have no database access without JerseyClicks.
1	Most small/medium libraries could never afford EBSCO.
1	Not sure
1	Once again, greatly expands everyone's resources
1	People want their books and JerseyCat is the next best thing to BCCLS.
1	Please refer to my prior statement regarding Q&A NJ.
1	Promotes authenticity
1	Provides databases to all in the state
1	Q&A is a big help to parents and students.

Count	Response
1	See my previous answer.
1	Stated previously. Position remains the same.
1	JerseyClicks impacts the most users in New Jersey.
1	The many reference databases in JerseyClicks help us often with difficult reference questions.
1	The preparation for and implementation of BTOP is a significant benefit for the entire state.
1	These services make NJ strong. I hear about them at the supermarket.
1	We all use the NJ union list of serials and JerseyCat.
1	Within academic libraries, it saves money on the purchase of databases.
1	Where would the libraries be without NJ Connects?
1	A lot of very useful information is available.
1	Again, many libraries would not be able to afford these services for their customers.
1	Communication help
1	Databases are crucial to all state libraries.
1	Not sure
1	Even though we are a small library, we get several requests for items from school libraries and other libraries across the state for items that we have. Without this service, other libraries could not get the items we can provide.
1	I think the services that I ranked the highest would be the most regularly used services in all libraries.
1	Again, JerseyCat/ JerseyClicks allow services to be shared thus bringing down costs and allowing everyone access to a larger amount of material.
1	Again, I choose the JerseyConnect service as we are becoming more and more technologically dependent, and it provides a place for us to ask questions and stay informed.
1	Again, the databases, technology, and ILL had a significant statewide impact. It really brought up the threshold of service offered to NJ citizens, students, and businesses. It is particularly significant that the databases serve academic, school, specialized, and public libraries so well. This has reached many people although sometimes I feel like we are fighting a losing battle with databases against Google. TBBC is a fine resource, but serves a smaller group of citizens. It is hard to measure the impact vs. the tremendous expenditures for TBBC because disability is difficult to quantify. It is a shame such choices have to be made pitting more general services against highly specialized services. I do not think the literacy grants were effective statewide. They were helpful for the dozen libraries that had them and their urban populations. As stated, it is too bad that the Q&A model had to be sacrificed; once its promotion went down so did use.

Count	Response
	Hopefully some other shared models will come although it doesn't look like it.
1	Several services are essential to library functions throughout the state. The JerseyClicks provides a basic number of research databases that all libraries should be able to provide to patrons and save libraries and towns a good deal of money. JerseyConnect provides internet and web hosting services essential to all libraries, saving each library not only the cost of such services, but also the cost of staff to maintain them. JerseyCat enables sharing of books and library materials throughout the state for most efficient use of resources.
1	Without ILL, libraries statewide would not be able to afford to satisfy the requests for reading material that they get from their patrons.
1	JerseyCat makes so much sense - sharing resources is what libraries are about - especially in these difficult fiscal times.
1	Job seekers all over the State are flocking to public libraries. The databases on JerseyClicks provide needed reliable sources of information for these folks.
1	Our library has participated in the Outspoken Library from the Talking Book and Braille Center. We have some aging members of the community who suffer from glaucoma who have been able to participate in the joy of books despite their visual impairments. Our staff regularly download books for customers onto USB drives and mail them to our users who have digital players provided by the TBBC at their homes.
1	Most public libraries could only afford a fraction, if any, of the JerseyClicks databases. JerseyCat is a tremendous service, which most libraries could not afford to do on their own.
1	Databases even the playing field between the information rich and the information poor, no matter what a library's finances. JerseyCat-see above. Talking Book and Braille is a must for the public good. Early childhood literacy: get them to love reading when they are kids and they are yours for life.
1	Databases provide continuity of services and assist in providing an identity of the service model for NJ.
1	It has allowed the exchange of information and has expanded the usefulness of the library as a means to get information in a variety of ways and formats.
1	We have not used JerseyCat all that much lately on behalf of our patrons. Yet I think others request items we own frequently. This is a service that provides us with the ability to "never say no."
1	JerseyClicks allows the pooling of database funding to provide a greater range of databases to libraries across the state.
1	Databases are an invaluable resource and very hard if not impossible for individuals to get on their own. Libraries may not have funds to purchase these databases without support from the state library.
1	The database discounts impact the libraries statewide since our resources are being slashed. Also, the ability to borrow books through the state catalog is our most used

Count	Response
	service.
1	JerseyClicks makes it possible for school districts as well as small public libraries to offer access to information that they would not be afford to do otherwise. This is an essential service for students and citizens who need such information for a variety of reasons.
1	TBBC provides a unique service that is not copied in any other library setting in the state. TBBC is reaching out to work with more public libraries to introduce its services and partner with public libraries, but its services can't be replaced by those at school, public or academic libraries.
1	JerseyCat is a great service to the state. I use it on an almost daily basis to help my students find the books that they need and on a personal basis for my studies. Keep it up.
1	I LOVE NJSL Talking Book and Braille Center Services. My children needed this service while they were in school and it was a lifesaver, both for them and me. I cannot tell you how upset I would be if this service was no longer available. There are a lot of people in the state that really need this service.
1	It connected the various material catalogs of all types of libraries, academic, public and hospitals so that the public could search and see the availability of items to borrow state wide. JerseyClicks made database searching easier and more comprehensive.
1	Databases and statewide ILL need to be done on the state level so that access to these important services is available to everyone.
1	Sharing and group projects and purchases have been the strength of libraries. The electronic age has helped us to share and to continue to stretch our resources.
1	Both the databases and the ILL JerseyCat system are used every day multiple times by our library staff and, from what we can see, that is true of the majority of public libraries.
1	I'm in a public school library, so I cannot speak to the public libraries' perceptions of most of those services.
1	So many of our libraries are facing challenging budget situations that the availability of the databases through JerseyClicks takes pressure off their budget.
1	Statewide interlibrary loan and database access equalize services for citizens and enhance every library's offerings.
1	Access to interlibrary loan greatly enhances the resources available, especially in the smaller libraries.
1	Statewide support for databases for libraries and for virtual reference makes for a stronger statewide library system.
1	Provision of databases is crucial to all types of libraries. Many would lose access to them if not provided by the State Library.
1	The ability to obtain other materials via JerseyCat shows that libraries have been ahead of the curve in providing shared services.

Count	Response
1	Since library services in Essex County are so inefficient and fragmented, JerseyCat allows us some semblance of serving patrons as part of a network.
1	JerseyClicks provides the database for interlibrary loan, a crucial service that connects NJ libraries and opens remote access to all collections.
1	I am not in a position to assess the impact of these services on other sectors, even within the state. Therefore all of my answers reflect academic libraries, which is the sector I am in. The two strongest services for academics are access to databases and JerseyCat, which forms the backbone of the statewide interlibrary loan system.
1	I think most libraries in the state use JerseyCat; many like Q&A NJ, but some libraries are providing this service on their own and don't really know enough about other programs to give comments.
1	JerseyClicks provides small libraries with access to databases they probably could not afford otherwise.
1	To allow even small libraries (like where I live) to provide a uniform base of information resources to their patrons, and make it available onsite or remotely
1	Q&A NJ was an extraordinary program. I think this helped a lot of people who were unable to go into the library.
1	The JerseyConnect (Statewide Technology Support Services) provides highly valued internet access to libraries across the state. Library patrons who cannot afford access depend on their libraries for the service.
1	JerseyClicks provides excellent resources with relatively easy access both remotely and from within a library. That’s a great way to raise the profile of library services! JerseyCat is a fun and easy way to provide access to library materials available throughout the state. Lovely.
1	Many libraries statewide, public and academic, participated in this unique virtual reference service, which we no longer offer. There has been no statewide replacement for it as yet and no indication that there will be.
1	As a librarian who has provided Q&A NJ services, I have first-hand knowledge of the importance of this service to the public who cannot, for a variety of reasons, get to a library but have valid information requests. Providing 24/7 service, as many other states have, allows customers access to a certified librarian for research they are conducting outside the library. As more and more people have internet access, it is imperative that a service like Q&A NJ be provided to assist the public to access valid, authenticated information, rather than simply using Google or Wikipedia. This virtual service is a vital service that has been cancelled because of lack of funding as of 12/31/2011.
1	We all make use of the databases we have licenses for. That's the biggest advantage of having a state library system. We'd be lost without the databases.
1	Again - a great resource for ILL and I only wish that the ever-invisible databases were promoted so that they would have as high an impact in their areas.
1	JerseyClicks offered databases on a statewide basis that I as a small library would never

Count	Response
	have been able to pay for on my own.
1	Many of the smaller libraries would not be able to afford the databases that are provided through the state and their customers would have to go to a larger library to get the information available in them.
1	I think that more libraries are becoming dependent on JerseyCat, as local budgets are squeezed. I do not think that ILL should be a replacement for local collection development, but it seems as if that is the direction.
1	JerseyClicks is very important for small businesses; it provides fabulous resources they otherwise wouldn't have access to.
1	I work in a university library, so I don't know the impact of various initiatives on public library service. I do know what we have used here, and what I relied on in my previous position in a public library.
1	Statewide ILL service is highly valued by our patrons. Without this service many of our patrons would not get the materials they need or desire.
1	JerseyClicks allows the libraries of the state to provide a high level of online research services that would be unavailable if left to our own resources. Likewise, JerseyConnect and JerseyCat provide us with basic services that are essential to our operations.
1	This program is providing quality information, which is helping to bridge the digital divide in New Jersey.
1	As budgets have shrunk JerseyCat has allowed libraries to share resources at the most efficient level of service.
1	Being in a school library, I am most familiar with the database access, as the other programs don't affect me as much. Again, the discounted or free database access is an ENORMOUS asset to schools and public libraries all over the state, providing access to information that is NOT available without subscription.
1	Databases are our mainstay; having discounted contracts or, in the good old days, free databases really helped us transition to a digital environment.
1	Buying database subscriptions statewide is a great benefit to the state but especially to smaller libraries. Q&A NJ was a great idea but was not marketed effectively.
1	I don't have a good way to evaluate what would have been the highest ranked service on a statewide basis.
1	The JerseyClicks has provided databases for student and staff research for school work and personal information.
1	JerseyClicks has saved our library a ton of money. (Who am I kidding - I wouldn't be able to afford databases at all without the state providing them.) Also, I like that the access to them is the same, no matter what library you are in.
1	JerseyClicks is SUPER important. It saves individual libraries a ton of money and provides them with essential services that they could not afford on their own. And even though the Talking Book and Braille Center doesn't serve every NJ library patron, the

Count	Response
	population it is supporting is essential.
1	I believe that statewide Q&A NJ had very high impact. School-age children who cannot get to the library were able to have homework help right from home, in a way that today's children are accustomed to receiving information -- virtually and digitally. To cut this service is to take us back into the dark ages.
1	JerseyClicks and JerseyCat bring a wealth of resources to libraries and library patrons that would otherwise be economically out of reach to many medium and small public libraries.
1	I think many libraries have smaller budgets than they could use. JerseyClicks provides access to excellent resources that would be otherwise unavailable to many people.
1	Again, I think that databases have the highest impact on most number of users. There are so many schools that would have NO access to databases. Also, public and academic libraries can use their funds for other resources to expand patron access to databases.
1	Access to expensive but popular databases such as EBSCOhost and ReferenceUSA for libraries all over the state that cannot afford them.
1	JerseyConnect enables the participating libraries to have a reliable telecommunications infrastructure. This enables the libraries easily to communicate and share information with each other. Additionally it enables those libraries that do not have the technical or financial resources to manage their own telecommunications infrastructure to have a reliable well-managed network
1	Databases, grants and virtual reference are excellent tools librarians have to ensure access to ALL of our patrons.
1	Databases, technology and ILL (books and serials) form the core of services that libraries provide. The other services are either dropping in usage (Q&A NJ, for instance) or can be provided through other means (partnering with educational or civic organizations for money for the grants). In these difficult times we need to concentrate our money on keeping core services going and maintaining an impact that state residents can see clearly and directly.
1	I assume that the first four services have a great impact on the residents of New Jersey. The cost-sharing and group negotiating alone save money of these essential services.
1	Each of the services I rated "5" is vital to our library. We use them on a daily basis and I can't imagine how we'd function without them. The loss of Q&A NJ has helped send us backwards to the 20th century and I hope this service can be restored soon.
1	Providing the databases and the means of affordable networks has increased what many libraries, especially small ones, can provide for their patrons.
1	I don't believe my responses to these are different on a statewide basis than they are for my own library.
1	These are the best efforts I have seen to enable all the libraries to share our resources, which is what the goal has been for years! They save individual libraries money yet

Count	Response
	connect us all to the varied materials available in the state.
1	I assume JerseyClicks is very useful statewide, as it is in our library. JerseyCat is not as necessary for us as we are in a cooperative, but we certainly do send out quite a few books to libraries statewide, so I assume it is important for other libraries.
1	The NJ State Library fails to support the academic library community in most of its projects. This failure should be remedied in the next round of funds, and the NJ State Library should support true statewide technology projects that work for all libraries. Also, the NJ State Library has chosen to devote most of the NJ state federal LSTA funds to the Talking Book and Braille Library, which should be funded through targeted funds for special services, not LSTA funds.
1	Overall giving people access to the databases in EBSCO through their library cards benefits young students to computer shy senior citizens and makes us all more empowered and informed.
1	Shared services are valuable, especially to smaller libraries that cannot afford these services on their own.
1	Although New Jersey is a state with very high population density, it is also the Garden State with vast rural areas. JerseyClicks enables residents of the entire state to have remote access to a wide variety of online databases.
1	JerseyClicks, JerseyConnect and JerseyCat connect libraries to each other, to information and to technology that benefit the patrons throughout the state by enabling libraries to provide services that they might not otherwise be able to do.
1	Many small libraries that could not devote funding for online resources can offer access to essential databases through state funding.
1	Simply put, these are services that can be provided efficiently throughout the state only if they are made available on a statewide basis.
1	Q&A NJ was a great place to go for help. Since reference was conducted statewide, answers could be found beyond the local level.
1	The impact on a statewide basis has resulted in these services being prioritized by the majority of libraries.

5. In your opinion, which of the services or initiatives that have been identified as being supported with LSTA funds offers the greatest VALUE to the customers/end users of libraries? Why did you select this service?

Count	Response
1	School libraries, at least in my district, do not use any of the services listed above.
2	Databases
1	Databases - see my former responses

Count	Response
1	Databases are important, JerseyConnect and JerseyCat as well.
1	We couldn't afford databases on our own.
1	Early Childhood Literacy Grants: we can never do enough for our children.
1	I already answered this twice in the two previous questions.
1	I think that JerseyCat and JerseyConnect have the most impact for our customers on a daily basis.
1	JerseyCat provides access to information about materials available across the state.
1	JerseyCat Connection and communication: sharing and stretching the taxpayers' dollars
1	JerseyCat and JerseyClicks
1	JerseyCat because it offers research materials for our serious users
1	JerseyCat is the most praised. It gives a direct, simple service.
1	JerseyCat. The statistics, while not large, are significant.
1	Jersey Click and JerseyCat
1	JerseyClicks, Q&A NJ, NJSL Talking Book and Braille Center, and JerseyCat
2	JerseyClicks
1	Jersey Clicks because it is accessible by anyone with a computer and a library card
1	JerseyClicks, JerseyCat and JerseyConnect offer the greatest value to our patrons.
1	JerseyClicks saves an enormous amount versus individual subscriptions.
3	JerseyClicks databases
1	We could never afford to purchase JerseyClicks databases on our own.
1	JerseyClicks databases, JerseyConnect, JerseyCat, and NJSL Talking Book and Braille Center
1	JerseyClicks databases
1	JerseyClicks databases
1	JerseyClicks databases and JerseyCat
1	JerseyClicks databases are important for employment/work.
1	JerseyClicks databases get information to the people.
1	JerseyClicks databases and JerseyCat
1	JerseyClicks databases offer the best value to library users.
1	JerseyClicks databases, JerseyCat and JerseyConnect
1	JerseyClicks databases because my patrons use it all of the time

Count	Response
1	JerseyClicks databases
1	JerseyClicks databases
1	JerseyClicks databases: information for all at all times
1	JerseyClicks databases: we use ReferenceUSA all the time with our patrons, and JerseyClicks
1	We can't afford JerseyClicks databases otherwise!
1	JerseyClicks databases
1	JerseyClicks and JerseyCat
1	JerseyClicks and JerseyCat are by far the most important to us.
1	JerseyClicks database services have the greatest impact on the greatest numbers of users statewide.
1	JerseyClicks databases are used by people of all ages.
1	JerseyClicks databases and JerseyCat
1	JerseyClicks is the most regularly used (in particular ReferenceUSA).
1	JerseyClicks is used most.
1	JerseyClicks provides a needed service.
3	JerseyConnect
1	JerseyClicks is the only way small/medium libraries and patrons have access to these databases.
1	JerseyCat and JerseyClicks
1	JerseyCat and JerseyClicks offer access that smaller libraries cannot provide themselves.
1	JerseyCat and JerseyClicks
1	JerseyCat is easy to use.
1	JerseyCat greatly expands services to patrons, not limited by the town they live in.
1	JerseyCat: being able to access all library catalogs.
1	JerseyCat allows me to find and interlibrary titles that I would not normally purchase.
1	JerseyCat and JerseyClicks databases
1	JerseyCat and associated statewide interlibrary loan services
1	JerseyCat is used daily by both patrons and staff.
1	JerseyCat is used and its usage can be tracked.
1	JerseyCat: ILL for schools is invaluable.

Count	Response
1	JerseyCat places unavailable resources in the hands of patrons.
1	JerseyCat: I feel that libraries like mine would have an impossible time replacing this service.
1	JerseyClicks
1	JerseyClicks databases, JerseyConnect, and JerseyCat
1	JerseyClicks, JerseyConnect, JerseyCat, NJSL Talking Book and Braille Center
1	JerseyClicks: although as the number of databases decreases, fewer patrons will use this.
1	JerseyClicks: information to the people
1	JerseyClicks leverages money and numbers of libraries for a necessary service.
1	JerseyConnect affects more users statewide than other services, followed by JerseyCat.
1	JerseyCat and JerseyClicks
1	JerseyClicks and JerseyCat
1	NJSL Talking Book
1	NJSL Talking Book and Braille Center: this population needs to be served.
1	Q&A NJ helps all residents.
1	See earlier comments.
1	Statewide databases
1	TBBC, JerseyClicks databases, JerseyConnect, and JerseyCat
1	The JerseyClicks databases are used very frequently in libraries throughout the state.
1	The access to databases from the smallest of libraries
1	The first four services are most important because they address such a large audience.
2	Databases
1	Databases impact more people and are too costly for individual libraries.
1	JerseyClicks databases
1	JerseyClicks and JerseyCat
1	JerseyClicks databases
1	JerseyCat
1	Jersey Clicks databases: some libraries can barely afford books, let alone databases. These databases open up a huge amount of information for no cost to poor libraries.
1	JerseyConnect, then JerseyClicks, then JerseyCat: the connectivity brings us the tech universe, we have a reach. It’s unknown whether it would be easy for us to duplicate on

Count	Response
	our own. Then JerseyClicks because the variety of databases are exceptional and let us be seem as "academic." The JerseyCat brings patrons things they view as important to them in the more traditional way people think of libraries. I am hoping to chip in to support delivery among our consortia, then state wide.
1	JerseyClicks allows access to all public libraries. Many of those would be unable to have databases at all because of cost.
1	JerseyCat allows customers to go directly to the database for interlibrary loan materials and see the selection and order what best fits their needs.
1	In terms of the sheer volume of patrons served, JerseyClicks, JerseyConnect and JerseyCat provide the best value.
1	JerseyClicks offers the greatest value to the patron - if only the patron was aware of it. These will be removed through lack of use (and the expense) and nobody will be the wiser.
1	JerseyClicks databases and Q&A NJ offer the most impact and are the best use of LSTA funds. Both are direct to the consumer services that have the potential to reach all state residents.
1	Only because it's the one I use and am most familiar with, again, I would have to say the databases offer the greatest value because database subscriptions are SO expensive, and many schools cannot afford them.
1	JerseyClicks databases: many members of the public need these databases for their research needs and individual libraries could not afford to acquire them on their own.
1	jersey clicks, q&a, and JerseyCat. as all our funding has been and is being cut, libraries and patrons alike are relying more and more on these statewide services to fill in the gaps.
1	Jersey Clicks Databases and JerseyCat are resource sharing at their best and benefit all levels and types of libraries and their patrons.
1	I have to say, I do not even know what JerseyConnect, Diversity Leadership Program Grants, Public Library Literacy Program Grants, or the Early Childhood Literacy Grants do! I am not aware of them and this may be a problem to look at.... I think that sharing resources through services like JerseyCat and JerseyClicks are valuable to the customers/end users of libraries.
1	Jersey Clicks, JerseyCat & NJ List of Serials are technologies that help collaboration and resource sharing.
1	I cannot select one. JerseyClicks, JerseyConnect and JerseyCat all provide tremendous value to all patrons across all types of libraries in the state. These provide easy access to materials outside of patrons' home library.
1	JerseyClicks databases provide widespread access to resources not easily affordable by most libraries, especially smaller ones. Same with JerseyCat - better access to many more materials for end users.

Count	Response
1	JerseyClicks. I'm not convinced it's even close, actually. The statewide databases are a lifeline to libraries that just can't afford to license such huge databases as a single customer.
1	Jersey Clicks Databases. They broaden our periodicals availability beyond anything we could afford, make access almost instantaneous for the periodicals most in demand, and free up a lot of money that libraries can then use to bring in more locally tailored services.
1	Q & A is vital. Not having it makes us not available 24/7. People want this service. Without it we are in the dark ages.
1	Jersey Clicks Database and JerseyCat. It provides access to information and services that would not be otherwise available to our library.
1	jersey cat - saves us money by providing access to books & materials for our patrons that we don't have to buy
1	JerseyCat offers the greatest value to end users of libraries because materials are shared in an ILL environment equally. JerseyConnect provides the hosting of library websites at no cost and it's very important for libraries and their websites as informational portals for the end users of libraries.
1	For our library, the Early childhood literacy grants and the Public Library Literacy program grants would offer the greatest value.
1	Academic Search Premier in the JerseyClicks Databases, because we are an academic library. The others may have a positive impact on our users, but not as patrons of OUR library.
1	Jersey Clicks Databases--whether they are in the library or at home, library patrons can utilize these essential resources that are easy to search and which provide reliable information.
1	I can only speak to the services I use on a regular basis, which are the subscription databases and JerseyCat. The latter, of course, being a special category of database. They are valuable for the reasons already stated.
1	Jersey Clicks databases provide patrons access to databases that can be very expensive and libraries on a limited budget could not otherwise afford. This is a direct to end user service and is of great value.
1	Jersey Clicks databases are the most valuable and the most used. It offers the widest range of information collected in useful databases and accessible to all.
1	The JerseyClicks databases expand the informational offerings of libraries exponentially. So many libraries could not afford to offer these resources if the cost had to come out of their operating budget. The same is true of JerseyCat.
1	JerseyCat. It makes available materials that are not available at the customer's local library in an easy-to-get procedure.
1	Jersey Connect and JerseyCat offer the best value because many libraries could not

Count	Response
	offer these services on their own. And these services enable libraries to easily collaborate and share collections.
1	JerseyClicks databases have empowered our students and staff with information from authoritative sources.
1	JerseyClicks because school library users benefit as well as public library users and academic users
1	I cannot choose just one. There are three that offer great value to different end users: JerseyClicks gives access to reference, periodical, and other media to researchers and information seekers for a variety of purposes. JerseyCat allows readers and researchers to access literature and information without purchasing and without travelling to obtain it. The Talking Book and Braille Center serves a limited group of users with specific needs, but the services they get from here cannot be found anywhere else, so the need is great.
1	JerseyCat is used to get materials that are not available locally. Our patrons request materials that require us to use JerseyCat.
1	JerseyClicks databases: not all libraries would be able to purchase this due to its cost and budget cuts that libraries have been getting through the years.
1	Q&A NJ (not sure why it's not listed) can be used by everyone at anytime. It has the greatest impact to the public's access to authenticated information. Q&A NJ is a springboard for the JerseyClicks databases, which are also important.
1	JerseyCat: I have used this myself as a public library end-user to obtain books. It is a valuable service.
1	JerseyClicks databases are an extremely valuable resource but many people and students don't even know libraries provide them-everyone loves Google!
1	JerseyConnect enables libraries to reach their patrons over the web, enables libraries to affordably connect to the internet, and provides needed technical assistance for those libraries without the in-house knowledge to handle these things.
1	I believe it is JerseyCat because not all libraries have the same materials, based on location, demographics, academic level, etc. This service allows customers in all geographic areas and walks of life to use the same materials housed in the larger, more affluent libraries. It offers people an opportunity to borrow items that they could not otherwise afford.
1	It's a tie between JerseyCat and JerseyClicks. Both provide access to resources that patrons want. JerseyCat is great because it allows patrons to easily borrow items from any library in the state.
1	I'm not in a position to evaluate what has the most value at other libraries. At my library, JerseyCat is probably the only one that has much value (and JerseyConnect, if that includes the state library e-mail). Nothing else has been used here at any more than a very minimal level.
1	JerseyClicks is something I have seen utilized quite a bit firsthand and individual libraries would not be able to afford a substitute if it were taken away.

Count	Response
1	JerseyClicks, JerseyConnect, JerseyCat, and TBBC. I haven't been a recipient of any grants lately.
1	JerseyClicks databases: some libraries are not able to pay for access to all the databases that are supported on the site. JerseyCat shows what items might be available in the state through ILL.
1	JerseyClicks databases have filled a need that our institution would not be able to afford. We are located next to a community college and therefore the need for this range of databases is exceptional.
1	I really think JerseyClicks databases are the greatest value to customers. The other grants are great, but they go mostly to bigger libraries or library systems. The databases are available to all and thus are more equitable to the patrons they benefit.
1	JerseyClicks databases is the program is of greatest value here in this rural high school library.
1	There are several excellent value programs here: JerseyClicks, JerseyCat, and TBBC stick out. Others are no doubt useful also but to a specialized audience.
1	Online databases greatly expand the resources of the library and reduce the need to subscribe to individual journals. They provide a currency that would be difficult to maintain on a restricted budget.
1	I'm actually choosing two services: JerseyClicks databases for its value to the business community and JerseyConnect for it technology value.
1	JerseyCat: sharing resources allows broader collections with fewer funds. TBBC provides equal access to citizens who cannot utilize print.
1	JerseyClicks databases, without which there will be few if any databases and library users would be dramatically restricted in their access to periodical content.
1	JerseyClicks: if funding for the interlibrary loan system (JerseyCat and the delivery service) disappeared, I think libraries might still be able to cobble together some sort of substitute interlibrary loan system--at least maybe a regional one. However, there is no way the typical public library in the state could afford the wealth of resources provided by JerseyClicks. I selected this service because it is well-used by library patrons and it supports online users, which is where things are headed.
1	JerseyCat may be most visible to patrons because they may access it directly and identify it as a statewide service. The other two essential services, JerseyClicks and JerseyConnect, are equally essential to patron service, but they are less likely to be aware that these services are state-supported.
1	JerseyCat offers the greatest value because it allows each library to extend its collection and share resources. Because of JerseyCat, we rarely have to say "no" to a patron, although we have to say "wait, later."
1	It is a hard choice between JerseyClicks and JerseyCat. I think both are valuable but I guess JerseyClicks provides service to more people than Jerseycat.

Count	Response
1	Databases: individual libraries couldn't afford to subscribe to all of the databases that are provided through the state.
1	JerseyClicks databases are used regularly throughout the state. I would like to see the NJSL Talking Books and Braille Center funded by state rather than LSTA funds.
1	JerseyCat saves all libraries money and is a great convenience for local patrons. We do about 5,000 loans a year and receive about the same. We could not afford to purchase the materials requested.
1	1. JerseyConnect; 2. JerseyClicks databases: these programs provide services that are essential but we cannot afford on our own.
1	JerseyClicks databases: libraries would not be able to provide the depth and range of databases now available without JerseyClicks.
1	JerseyCat and JerseyClicks have the greatest value since they fill the (budget) gap where libraries cannot supply equal access to information to all of their patrons.
1	JerseyConnect: I'm not sure anyone realizes the importance of the technical infrastructure of NJ libraries.
1	JerseyCat because it allows small libraries to borrow books that they are unable to afford or lack the room to hold.
1	JerseyClicks databases give people looking to expand their business or find a new job. Great resources!
1	It is difficult for me to make this judgment. I can only report what I have observed with my own patrons.
1	JerseyCat services offer seamless access to collections regardless of where these collections reside. This service provides our customers with a wide breadth of resources beyond the financial limitations of our library's budget. Also, the NJSL Talking Book and Braille Center is important because it serves the needs of an aging population. Cornell University recently conducted a disability study and found that 30% of seniors over 75 will develop macular degeneration. This equates to 230,000 New Jersey residents. Outspoken Library is also important in serving not just a blind but also aging population that suffer from severe arthritis and other impairments where they cannot hold a book, turn a page, or read standard print on a page.
1	Some libraries have the need for literacy, early childhood, and diversity leadership programs. Our library takes advantage of some of the other databases.
1	JerseyCat sharing of books and resources is of the highest value especially to libraries with limited financial resources.
1	Early childhood literacy grants have the absolute most value to New Jersey. In a time of budget cuts to schools, the early childhood intervention in critical. Getting children in economically challenged areas to read and write is of primary importance to the future of our state.
1	JerseyCat assists all ages. We do a significant number of ILL for kids and Moms who

Count	Response
	are seeking an obscure missing title in a series as well as DVDs for many of our patrons.
1	JerseyClicks offers database services to any NJ library card holder. That's the biggest bang for the buck.
1	JerseyConnect for the reasons stated in the previous questions, but here JerseyClicks also becomes important, specifically, the EBSCO suite of databases, which are used on a daily basis at our library.
1	JerseyClicks databases: all residents of NJ can access quality information to support business, education and lifelong learning through their library everywhere in NJ.
1	This is difficult to answer because access to the databases through JerseyClicks is very important. JerseyCat and the NJ list of serials work together to allow libraries to borrow materials for their patrons, which stretches everyone's dollars.
1	JerseyClicks databases, especially health and ReferenceUSA. Not so much some of the EBSCO things, which are very hard to use
1	I believe JerseyClicks offers the greatest value because most libraries could not afford the different databases and so their patrons would not have access to that information.
1	JerseyClicks because many libraries could not offer these databases by individual subscription and, statewide, it offers end users a consistency in library services no matter the location. JerseyCat is also of great value because of the ease with which patrons can access materials outside of their own physical library, again providing welcome statewide consistency of service.
1	On a per use basis, JerseyConnect, which supports fast and reliable networks, provides the greatest value to our patrons.
1	Q&A NJ, hands down (why isn't it listed above?). Some of the databases are extremely valuable (EBSCOhost, ReferenceUSA) and others are not a good use of state dollars (Frost and Sullivan). The JerseyClicks interface itself, never very good, has become an embarrassment.
1	JerseyCat and the NJ List of Serials: when patrons need items, most ask us for help; then we can find what they need. Because of databases, NJ List of Serials is used less, but we still get articles for patrons.
1	It's hard to quantify that way. You can come up with a price (i.e., value) for database access, but how do you put a price on literacy???
1	JerseyClicks, but I am unsure of the impact. There is a difference between offering a database and knowing how it is actually used, who is using it and what the impact of that use is.
1	JerseyCat: In communities with small library systems and in school districts with small library budgets, JerseyCat gives our New Jersey residents access to almost any book or audiovisual in almost every library in the state. This means that libraries can specialize their collections and still ensure that their patrons have access to any materials that they request.

Count	Response
1	The online databases turned doing research on its head. These have been so helpful in bringing people professional up-to-date information and making it easily accessible.
1	JerseyConnect: JerseyClicks database is also very cost effective for the resources you receive, but many of our customers could not access this information if we didn't have JerseyConnect to provide internet access.
1	JerseyClicks and JerseyCat benefit everyone in the state regardless of the size of the individual library. They both supply backup to individual libraries for services that would be difficult to supply on their own. The Talking book and Braille Center also supplies services to the entire NJ community.
1	Since Q&A NJ is not on this list, I'll have to go with JerseyClicks, which covers libraries that might not otherwise be able to afford hefty subscription price tags.
1	JerseyClicks databases: there are so many available that it enables people to get information without doing endless and incorrect Google searches.
1	JerseyCat, NJSL Talking Book and Braille Center (I have used the latter to provide help for mainstreamed sight-impaired students.)
1	JerseyConnect and JerseyClicks are vital because many patrons only have access to the internet and databases through the library. They would become second-class citizens without this access. JerseyCat is vital because it's impossible for consortia or individual libraries to offer all the items that patrons need. NJSL TBBC is vital because it helps equalize opportunities for a disadvantaged population to participate in the intellectual life the rest of us take for granted.
1	Again, I would have to vote for BOTH JerseyClicks and JerseyCat (and not just because both have Jersey in their names!). JerseyCat allows patrons access to materials far beyond the walls of their hometown library, saving said patrons time, money and stress. JerseyClicks does the same thing with high-quality databases. Go, ReferenceUSA!
1	JerseyCat: ILL has always been central to the mission of public libraries and is used by a broad range of patrons and would not be possible without funding.
1	JerseyClicks because of its research value for our patrons; JerseyConnect because it provides access to the internet; and JerseyCat because it allows our patrons full access to holdings beyond our four walls
1	JerseyClicks databases: access to Information/help that individual patrons couldn't possibly afford to subscribe to; invaluable for job search and homework help
1	Jersey Clicks; JerseyConnect and JerseyCat are easiest to use, most widely available and offer the greatest return for the investment.
1	I basically answered this in the last question. The databases, JerseyConnect and JerseyCat, have had the biggest impacts to give a solid threshold of service from most libraries with more hours than schools or other agencies can provide. The technology upgrades are so essential. Since we upgraded our bandwidth through BTOP and got e-rate to subsidize, our internet services are much stronger. This is a small library and we are very busy. Small libraries often form the backbone of statewide service. Having these opportunities really helps us to provide what larger libraries do.

Count	Response
1	JerseyConnect, because, whether patrons realize it or not, they assume they can connect to us and have connection when they come to the library.
1	Although we get a lot of serials through subscriptions through the consortium, I suppose it is helpful on a statewide basis to have JerseyClicks.
1	The Jersey C's Trio (CAT, CLICKS and CONNECT): these products give quick access to almost everything a library patron wants.
1	JerseyConnect offers the greatest value because it offers connection to the world at a more affordable cost. Without that connection many of the other services would not matter because connection to them would be unavailable or too slow.
1	JerseyClicks: databases are expensive, and all libraries could use some help with funding. Plus these databases are something average people would most likely not have access to at all without libraries.
1	JerseyClicks is an essential service especially to smaller libraries that cannot afford many if any database services. It also provides economy of scale in purchasing for all libraries.
1	JerseyCat is our number one choice. The staff uses it to find the "unusual" books that are not in our consortium or the rare books that are not available.
1	The JerseyClicks databases give the best value; since they are used virtually, it has the maximum impact.
1	JerseyClicks databases offer a much needed reference source that would be prohibitively difficult to fund on our own.
1	JerseyClicks databases: as a reference librarian, I depend on having these resources available to help patrons.
1	JerseyClicks has a wide array of databases that I would think both public and academic libraries would be able to use.
1	JerseyClicks because JerseyClicks provides educational materials and scholarly sources that the internet does not. JerseyCat is my second choice, but I feel that this is more for pleasure reading, and not as high a priority as educational goals.
1	JerseyClicks databases service offers state residents many of the scholarly resources that are often available only in academic libraries and the very best public libraries. It should increase library use overall and serve as a convenient access point for this state's library users.
1	Value is based on cost versus benefit. I do not have enough accurate cost information to give an informed opinion.
1	JerseyClicks probably offers the most direct value to end users, since they are able to perform database searches from their locations.
1	They all sound beneficial but only JerseyCat and NJ List of Serials benefited us (we are not a public library).

Count	Response
1	JerseyCat and JerseyClicks made the public aware of all the various items available statewide. Also the databases were useful for patrons and businesses. I think these services help more people.
1	JerseyCat: avail materials not able to access locally; Public Library Literacy: reading is essential to a high quality of life. NJSL Book and Braille Center maintains high quality of life for those who cannot read by sight. Early Childhood Literacy Grants-early literacy skills are the backbone of a high quality of life.

6. In your opinion, which of the services or initiatives listed above has the greatest potential for improving library services in New Jersey?

Count	Response
1	1. JerseyConnect 2. JerseyClicks databases
1	Again, the databases allow poor communities to have access to information.
1	Again, the first four services
2	Databases
1	Databases, JerseyConnect
1	Diversity leadership grants
1	Diversity leadership program grants
1	Diversity grants
1	Early childhood literacy grants
3	Early childhood literacy grants
1	Early childhood literacy grants, JerseyClicks
1	Early childhood literacy grants
2	Early childhood literacy grants
1	Either JerseyCat or early childhood literacy grants
1	I already answered this twice in the two previous questions.
1	I don't know.
1	I don't know.
1	I don't think any of them do.
1	I think Clicks and JerseyCat have the most potential.

Count	Response
1	I would think JerseyConnect.
1	ILL cannot be done by libraries on their own, so it's the most central need.
1	JerseyCat
2	JerseyCat and JerseyClicks
1	Jersey Cat has the greatest potential to improve library services.
1	JerseyCat
1	JerseyClicks
8	JerseyClicks
1	JerseyClicks and JerseyCat...but where's Q&A NJ on this list?
7	Jersey Clicks databases
1	JerseyClicks databases and JerseyConnect
1	JerseyClicks databases
1	JerseyClicks databases
1	Jersey Clicks databases; JerseyConnect; JerseyCat; and NJSL Talking Book and Braille Center
1	JerseyClicks databases - ReferenceUSA
1	JerseyClicks databases: with reduced funding, these allow libraries to provide databases.
1	JerseyClicks databases and NJSL Talking Book and Braille Center improve library services in NJ.
1	JerseyClicks databases: I would like to see more databases available in the future.
1	JerseyClicks databases
1	JerseyClicks databases
1	JerseyClicks and JerseyCat; probably JerseyConnect also
2	JerseyClicks databases
1	JerseyClicks and JerseyConnect
1	JerseyClicks, JerseyConnect, JerseyCat and TBBC
1	JerseyClicks, without doubt
2	JerseyClicks
5	JerseyConnect
1	JerseyConnect

Count	Response
1	JerseyConnect and JerseyCat
2	JerseyConnect
1	JerseyConnect
1	JerseyClicks: I don't know enough about the other programs to have an opinion.
1	JerseyConnect
3	JerseyCat
1	JerseyCat
1	JerseyCat and JerseyClicks
1	JerseyCat and JerseyClicks
1	JerseyCat and Talking Book and Braille Service
1	JerseyCat by being able to locate and request books not in our library
1	JerseyCat, JerseyClicks, public library literacy grants, and early childhood literacy grants
1	JerseyCat; JerseyClicks; diversity leadership programs; and public library literacy program grants
3	JerseyClicks
1	JerseyClicks continues to grow and diversify.
2	JerseyClicks databases
1	JerseyClicks should be given attention and maintained.
1	JerseyClicks: many libraries cannot afford databases on their own.
1	JerseyClicks
1	Literacy grants
1	More publicity of what libraries provide
1	NJSL Talking Book and Braille Center
1	Not one in particular: all are important and all serve a different purpose.
1	Not sure
1	Not sure -- perhaps diversity leadership
1	Public library literacy grants
1	Public library literacy grants
3	Public library literacy program grants
1	Q&A

Count	Response
1	See earlier comments.
1	Statewide databases because local cost avoidance enables other services to be funded
1	The databases and JerseyCat
1	The databases
1	The four I listed above
1	The same
1	With better funding and leadership, JerseyConnect
1	I would like to see Q and A funded.
1	Databases
1	Grants
1	JerseyCat
1	JerseyClicks databases
1	JerseyClicks
1	JerseyClicks and public library literacy program
1	Not sure
1	See #5.
1	JerseyConnect has the greatest potential for improving library services in NJ because it can help libraries in all types of communities to obtain technology; it can help level the playing field. For example, their ability to negotiate pricing with Verizon is much better than a library on its own.
1	JerseyCat because it gives small libraries access to larger collections. Most libraries cannot afford to purchase a lot of materials in these economic times so it is great to be able to request materials from other libraries.
1	A statewide 24/7 reference service would have the biggest impact per dollar spent. EBSCO databases are also high impact.
1	Early childhood literacy grants: there are too many areas of poverty where children don't have access to reading materials. And, by starting young, it would have the greatest impact. Poverty is the #1 problem with education. Our state will NEVER improve without improving educational opportunity.
1	I am not familiar with several of these programs (diversity leadership program grants, public library literacy program grants, and early childhood literacy grants). These literacy grants may have the greatest potential for improving library services if they draw more people into public libraries.
1	Again, a vote for JerseyConnect, because libraries are becoming more digital and dependent on technology

Count	Response
1	JerseyConnect: technology is growing and changing constantly, but it's expensive and requires fiscal and knowledge resources that many small libraries don't readily have. It is very important to try to keep all state libraries roughly equal in technology resources so our patrons are not 'left behind'.
1	JerseyConnect: we need to insure that all libraries can provide a baseline of connectivity both for their own community and to maintain standing with the residents of NJ. We don't want a broad base of voters viewing libraries as being substandard and expendable.
1	Most of the services listed play an important role in library service provision in the state. If I had to choose which would be more central to improving library services, I would recommend evaluating the number of direct beneficiaries for each service and whether eliminating or reducing a service might prompt another agency to provide it.
1	Literacy grants because they give libraries a chance to think out of the box, do extra special programs, reach new patrons, etc.
1	JerseyClicks databases are the wave of the future. Libraries as we know them will be gone. Access from home is convenient and accurate, easy for students, acceptable to teachers.
1	We were just able to increase the speed of our internet connection more than 7-fold this fall, due to a program coordinated by JerseyConnect. From my perspective this was huge. But the other services are very important also.
1	Jersey Connect, from the purely technical point of view. Almost all library services depend technical support, to one degree or another.
1	The three Jersey's listed above together provide extreme access to our patrons and bring the strength of various libraries to all of us. Talking books are especially important to us because of our aged population in this area.
1	In my opinion, JerseyClicks, JerseyConnect, and JerseyCat have the greatest potential for servicing ordinary people of New Jersey.
1	Databases: everyone wants everything now even if it is 3 am. This is one way we can provide service 24/7/365.
1	A wider selection of databases would be valuable, such as some ProQuest products; in-depth nursing/medical; African-American and Latino history and culture; and foreign language learning, among others.
1	JerseyClicks is absolutely essential. As long as small municipal libraries are going to continue to exist, it is important that the citizens of these communities have access to the same suite of online databases that are available to people living in larger and/or more affluent communities.
1	This is repetitive. I stand by technology, ILL, and electronic resources as essential to keep on the cutting edge.
1	JerseyClicks: perhaps there is a way to move into the realm of digital books and music through JerseyClicks. I feel that this is needed as we move into the future of libraries.

Count	Response
1	The grant programs offer the most likely chance of improving library service because they allow for development of future library leaders and improvement and innovation of programming.
1	JerseyClicks: but there could be other directions to take not listed here that have great potential too!
1	All of them are so important for different reasons; it is hard to determine which has the greatest potential. Obviously any grants are beneficial to improving library services in this strained economy.
1	JerseyClicks for interlibrary loan purposes: with acquisitions budgets being cut, we need to borrow more to serve our patron requests.
1	I would choose JerseyConnect as having the greatest potential for improving library services based on the technology initiatives and outreach.
1	Public library literacy program grants: although I'm not too familiar with this program, it seems that improving the literacy of our residents will enable libraries to improve their services to them.
1	The following would have the greatest potential for improving library services: JerseyClicks databases, public library literacy program grants, and early childhood literacy grants.
1	Tough question, as phrased. I think JerseyClicks already does about the most it can do. So I suppose my answer is JerseyConnect, given that JerseyCat is sort of a niche service (an excellent one, but niche nonetheless). The potential for JerseyConnect to establish and help libraries maintain a baseline tech infrastructure is easy to overlook, but spectacularly important.
1	I think the NJSL Talking Book and Braille Center has a lot of potential for impact since the population is aging.
1	JerseyCat: not every library can purchase every item. The statewide sharing of items helps every library patron in the state.
1	NJSL Talking Book and Braille Center; diversity leadership program grants; and public library literacy program grants
1	Diversity leadership program grants might be very helpful for our changing demographics and to get different cultures to embrace the library.
1	Early childhood literacy needs closer coordination with school programs to enhance the DOE mission.
1	I do not have a clue what the goal of the diversity leadership programs are supposed to do. People get awards, get training and recognition and then can only find jobs in libraries that are poorly, or under, funded. Because of the funding situation there is almost no initiative, unless running library buildings, borrowing materials, having computers and internet access is free, that can significantly improve library service. The librarians in New Jersey are, in my opinion, the best in the country. So much is demanded of them and they always find ways to come through with less and less. At

Count	Response
	some point this has to end. Nowhere is it defined what constitutes an 'improvement.'
1	Not sure. I suppose that grants, carefully awarded, have the greatest potential for improving library services.
1	JerseyClicks gives us an intellectual reason to survive and to be believed in as valuable and hip. JerseyCat is the traditional view of library, yet most of these are covered by our consortia. Could you manage us all chipping in to you for statewide delivery service and drop JerseyCat?
1	Q&A NJ should be used to introduce the library and its services to the public who doesn't often use the library. Q&A NJ allows people who may not visit a library to use a library and get to know their value! Q&A NJ provides instant, excellent information to the public and has always been well-supported by the public. Losing it for 2012 has been a great loss for the public.
1	I think that the consistency of services mentioned in the previous answer provides a positive experience for end users which, in the long term, promotes positive perceptions of libraries that will benefit libraries overall. But, to answer this question, perhaps it is the grants that actually have the best potential to stimulate experimentation and innovation in library services.
1	JerseyClicks if you expand the offerings to include additional databases (for ex. full service learning express library, lumos nj ask, etc...many of the other databases provided by the wealthier libraries).
1	Again, not familiar with most since we are not a public library, but JerseyCat is the most important for us.
1	JerseyCat and JerseyClicks have the greatest service impact potential since they fill the (budget) gap where libraries cannot supply equal access to information to all of their patrons.
1	I think our biggest concern should be in maintaining existing service with all the cuts that libraries are responding to. JerseyClicks and JerseyCat are musts.
1	JerseyConnect, which attracts customers to the libraries regardless to whether they are interested in reading
1	I do not have direct experience with any of the above, but early childhood literacy grants are certainly worth supporting.
1	I think the greatest POTENTIAL might be the literacy program grants, if they were large enough and broad enough to really make an impact. They support the most basic public library mandate of providing service to all residents regardless of economic or educational status.
1	JerseyClicks databases can bring information to the most people if used correctly and advertised correctly. Most people have no idea what it is.
1	Leadership training for all: we have to train and empower the next generation of library leaders who will be able to lead our libraries in way that makes them relevant and essential to all communities.

Count	Response
1	JerseyClicks databases: all residents of NJ can access quality information to support business, education and lifelong learning through their library everywhere in NJ.
1	JerseyCat; public library literacy grants; Talking Book and Braille; and early childhood literacy grants
1	JerseyClicks databases: many libraries would not have access to electronic resources without JerseyClicks.
1	If JerseyConnect could provide a better e-mail service, that could have the potential for every library employee to work faster and more efficiently. Then we could focus on improving our library services rather than spending time buying, installing and maintaining other e-mail products on our computers.
1	JerseyClicks: with libraries suffering financially, having databases provided by the State is invaluable.
1	Again, JerseyClicks, if marketed effectively, can create new library users, people who haven't been to a library in years can appreciate the value of reliable sources of information that can be accessed at home.
1	The potential was realized when database access was provided. Continued access will not *improve* library services beyond where they are now, but in the converse, cessation of database access will most certainly degrade library services.
1	Again, JerseyClicks databases and some type of statewide virtual reference have the greatest potential for improving library services because they could be used by all state residents and are services that could not be replicated as well locally.
1	I am sorry to say I haven't an idea about the potential of the literacy and leadership grants in terms of improving library service especially when there is no timeframe for projecting the improvements.
1	JerseyConnect: technology is ubiquitous. Most libraries cannot afford adequate tech support, but users will give up on libraries if they can't keep up technologically.
1	JerseyConnect (especially if funded better and its mission enlarged) could really help small libraries develop more robust technology. There are still a lot of us plodding along.

7. Among the LSTA Grants to States program priorities are encouraging resource sharing, fostering strategic partnerships and serving individuals who find it difficult to use traditional library services. Please share any examples that you have that indicate that these kinds of activities are resulting from the services/initiatives that the New Jersey State Library has undertaken using LSTA funds.

Count	Response
1	** See my prior notes about Outspoken Library of the Talking Book and Braille Center.

Count	Response
1	Access to databases
1	Again, resource sharing via JerseyCat
1	Don't know enough about them
1	Don't know of any
1	I am not personally aware of anyone with this kind of difficulty here at our library.
1	I do not know which LSTA Grants may be benefiting my library patrons.
1	I use JerseyCat to find and interlibrary titles for my students.
1	JerseyCat
1	JerseyCat is a fine example of library partnerships.
1	JerseyCat is the first example that comes to mind.
1	Literacy services grants support ongoing programs for ESL in our community.
2	N/A
2	NJSL Talking Books and Braille Center
1	NJSL Talking Books and Braille Center
1	Older population is lost. Training of these people on a regular basis is very important.
1	Q&A NJ
1	Resource sharing
1	Some patrons have requested materials through the Talking Book and Braille Center.
1	TBBC is a great help to many customers in our service area.
1	To my knowledge, my library has not used any of these initiatives.
1	We haven't been eligible for these grants.
1	Don't know
1	Interlibrary loan
1	n/a
1	see #5
1	skip
1	We cannot possibly buy every book that our students and staff would like to read. We use the JerseyCat service daily, which increases our available "books" over a thousand fold.
1	It is hard to image a better example of resource sharing than interlibrary loan. In New Jersey, the entire statewide interlibrary loan system is based on JerseyCat, an activity funded by the LSTA Grants to States program.

Count	Response
1	NJ libraries' long history of resource sharing through cooperative purchase has stood our state in good stead. Our partnerships with businesses and government promote us as the human face of government (now that you can no longer get a person on the phone or in person.) E-taxes, etc. We serve many senior citizens who cannot get into the library. We have a home delivery service with a local group and partner with Rotary and other groups to promote teen use of the library, civic engagement, and business awareness of our resources for the business community. It is good to see solid partnerships at the State Library, which are an example for libraries, although many of us have been doing it for years for support.
1	The databases are available to all state patrons. They provide a common access to information statewide that is very helpful. Also, because it is available remotely, patrons do not have to go to a particular library to access it.
1	We have a number of patrons who use the Talking Book and Braille Center. We are pretty rural and this is the only resource around. JerseyCat opens up the whole state for materials borrowing.
1	Actually, I am far more impressed with what I see happening in other states where it seems much of the money travels directly down to the poor struggling libraries rather than staying up at the top level. In PA and Arizona I have seen really dynamic projects for career search, children's literacy, etc. that are originated by the local library. I never feel the state decisions are geared to what we need in a small library but instead are filling the needs of the State Library.
1	Early childhood literacy grants provide money for programming that impacts early learners and their families, which creates library users for the future and promotes reading and literacy.
1	We have a thriving ILL service with other libraries. We see our connection with JerseyConnect as a successful strategic partnership with the NJSL. We have been a service center for the TBBC.
1	Other than interlibrary loan, I have not seen the use of the other offerings for patrons of this library.
1	I'm not aware of any, unless having state e-mail allows sharing of resources that otherwise would not be shared.
1	Working parents, overscheduled kids, and those with multiple jobs have a very difficult time getting to the library. Any service (like databases and live reference) that extend library services to these populations are invaluable and have a huge impact.
1	I cannot imagine library service without the ability to share our materials and the delivery service that supports this. When it was in jeopardy with the proposed cuts in the State Budget, it was the program we were most concerned about.
1	TBBC continues to be a wonderful and vital service for people with visual or other disabilities that keep them from taking advantage of what their local libraries have to offer. I hear this first hand from patrons who use TBBC. It goes without saying that ILL through JerseyCat continues to be the mother of all shared services.

Count	Response
1	We offer a kiosk locally for downloadable materials from the Talking Book and Braille Center. I know that people have started using these services as a result of the local promotion both we and the TBBC have done to support these local service kiosks.
1	For the individuals that need it, the Library for the Blind is a great resource and most libraries don't have much to offer that compares to the services that it provides.
1	The diversity leadership program grants have promoted many individuals from a minority background in a diverse multicultural urban setting.
1	The Talking Book and Braille Center kiosks in our library system have brought several people into the library that haven't previously used our services. Having the kiosks encouraged our management to purchase software for our accessibility computer that will read aloud the information on the screen (the program is called JAWS). This, in turn, is bringing more people in to utilize our library services.
1	JerseyCat certainly encourages resource sharing as that is how we share books around the state.
1	None of the initiatives above foster networking and sharing of resources. We sorely miss the regions, providing virtual reference, also a connector of libraries statewide. Unfortunately, the regions have been disbanded and the remaining one region can support statewide delivery and continuing education through webinars (well done centrally), but the one region lacks the geographical proximity to be able to foster networking and sharing of resources. We sorely miss Q&A NJ providing virtual reference, also a connector of libraries statewide.
1	Either JerseyClicks or JerseyCat strikes me as the most effective example of this. Call it a tie. Q&A NJ is not in the list of programs above, but seems to me to be another great example.
1	TBBC provides resources to individuals who cannot physically get to traditional libraries, and who - due to their disabilities - have extremely limited incomes. They provide outreach to help make users and potential users of their services aware. JerseyCat is all about resource sharing; my students and teachers have borrowed books from all over the state that they couldn't otherwise access, and we send out to other libraries resources that would otherwise be sitting unused on our shelves.
1	We have several visually impaired students at our school who receive materials from the NJSL Talking Book Center at home.
1	Our internet is constantly in use. Many people here do not have computers or don't have internet access at home even if they own a PC or laptop. Our training center was initiated with NJSL funds so that patrons could learn to use our resources and gain new skills. Many come because they need to look for work. Our unemployment has been the highest in the state. Since our funds are so scarce we depend on helping our patrons through ILL.
1	This library has two library sponsored book discussion groups and a number of private ones are also active in the community. To support their efforts, we use JerseyCat to bring together multiple copies of the book for the members to read them simultaneously. The library sponsored groups have 25 members and 12 members. Private groups

Count	Response
	usually have 6 to 8 members. Our library borrowed 525 items through JerseyCat (for all of our patrons, for all reasons,) and loaned to other libraries 680 items, in 2010.
1	JerseyCat has been a wonderful resource for our small library and very convenient for our patrons.
1	Remote access databases: schools tell me they have students with no transportation to the library. We have the World Book online and the publisher now encourages us have the schools use it. Lessons are enriched and students have a future.
1	I work with several legally blind patrons who use the Talking Book and Braille Center, which supplies materials that our library can't purchase.
1	JerseyCat = resource sharing. We have a couple of sight-impaired patrons who use the NJSL Talking Book and Braille Center to augment our audiobook collection.
1	We are one of the libraries that have one of the “Outspoken Library” kiosks from the TBBC and we have shown these resources to a number of individuals with visual disabilities. They are very appreciative of the service.
1	I think some libraries are keeping books they might otherwise get rid of if they see that there are few copies statewide. They know that they can now share these rarer or more obscure items with a broader audience.
1	JerseyCat is resource sharing; it provides services to those who find it difficult to use traditional library services
1	I think JerseyClicks is a good example of resource sharing. Many of my students don't have computers at home. They use the library for their homework and research. I couldn't afford to provide all the EBSCO databases on my budget.
1	Small libraries cannot afford some of the databases that the state provides, especially ReferenceUSA. This service has a large impact on many, the unemployed and employed job seekers, small businesses, students, investors and just the curious fact seekers.
1	JerseyCat has failed to work for the majority of libraries and needs to be replaced with a working system for ALL NJ libraries. The NJ State Library needs to look to what other states are doing for resource sharing, such as PALCI's EZBorrow and RapidILL. Also, the NJ State Library should be part of the VALE Open Source Library System Project with the academic libraries. The NJ State Library does not even have sustainable partnerships with libraries within the state, much less on the interstate level.
1	Teachers in the public and private schools are always delighted to learn about the databases and they are a selling point for getting library cards for their students as well as the teachers themselves, although always it is always puzzling that they never seem to know that these products are available and have been for quite some time.
1	Talking Book and Braille Center mails materials directly to the customer's home. It is invaluable to know that the state cares about this population’s maintaining a high quality of life!
1	JerseyCat is an important resource. TBBC serves individuals who would not be able to

Count	Response
	use local public library resources.
1	1)JerseyCat; 2)Jersey Clicks; 3) JerseyConnects - though this is not as good as initially touted because COMCAST can offer the same services much less expensively and because the e-rate programs require additional expenditures in terms of staff and equipment to filter access. 4) Talking Book and Braille Center
1	I gained from the leadership programs that empowered me to serve on an NJLA committee and then write papers . Thanks. Our library has benefited from the diversity scholarships. We have an educated, diverse and very knowledgeable group of employees reflecting our urban population. JerseyClicks allows us to ramp up to intellectual talks, instantly increase our collection with advanced academic books even when we have little space, and appear hip. (Also ReferenceUSA is big). JerseyCat enables us to be cool with people involved with books and items in the traditional view of a great library. (The delivery has really given us a chance to serve all patrons whether they follow our taste in books or prefer the variety at other consortia libraries.) JerseyConnect gave us a cloud, e-mail posts, and a place to place our web site. The Outspoken Library seems promising, yet I think it would be better when the name is changed to OUTLOOK Library. Thus far the seniors and able disabled have not been drawn to the machine.
1	Both JerseyCat and JerseyClicks are examples of resource sharing. Our library both lends and borrows items through JerseyCat. Our patrons were extremely disappointed to hear that JerseyCat almost ceased to exist last year.
1	I think JerseyCat discourages standalone libraries from entering into cooperatives. If there was no JerseyCat the standalone libraries would have more incentive to join a cooperative.
1	JerseyConnect enables us to offer broadband internet service to our clientele, most of whom cannot afford to buy it for themselves at home.
1	I identified a library patron who had low vision, but did not have proper equipment to use the library's audiobook collection. I was happy to be able to refer her to the Talking Book and Braille Center.
1	A patron can have access to a book that is more than 50 years old, that is located at a facility nearly 300 miles away, that is out of print and costs $100+ on e-bay merely by visiting a local public library.
1	JerseyCat makes it easy to locate and initiate an interlibrary loan. ILL allows all type of libraries to share resources.
1	I honestly have seen no benefit to small libraries from any of this. Our library is tiny and no one has ever reached out to us in any way. We could really benefit from help making our building ADA compliant for example, but no one is able to partner with us to accomplish that.
1	The Talking Book and Braille Center does this. People who can't read print books can obtain materials from them. They also place their collections and Outspoken Library kiosks in libraries so that the people they serve can conveniently obtain materials/information at their own community library.

Count	Response
1	The NJ Knowledge Initiative, which was ended due to budget cuts, would have been high on my list because the partnerships between small businesses and libraries would have aided in the economic growth of this state. Resource sharing through JerseyCat makes it possible for patrons to have access to many materials that their own public libraries would not be able to afford.
1	Many homes have two working parents and students are unable to get to the library. By having these resources, students are able to retrieve information that is needed for their schoolwork and retrieve what is correct.
1	I am a member of the ALSC/YALSA/AASL joint committee on school/public library collaboration, and have an excellent relationship with the public librarians in my town, as well. We have shared database services (beyond the ones supplied by the state), resulting in access to additional databases for myself and the high school, as well as access for the elementary schools, who previously could not spare the funds from their budget for database access. We also have used the services of the Talking Book and Braille Center for our students in need of them. In the past, we encouraged our students to use Q&A NJ, but it is my understanding that that service is pretty much defunct.
1	Q&A NJ is a great example of resource sharing because of the dedicated librarians across the state who answered questions and helped to provide the service.
1	The work of TBBC is vital to what we in the public library do because we could never provide the level of service to these specialized customers without the expertise and focus TBBC offers.
1	Students find it difficult to use traditional library services because they often don't have transportation. JerseyCat and JerseyClicks provide a way to get information to these patrons.
1	The state library has done a magnificent job using LSTA funds to develop and maintain library services throughout the state. They have played a central role in developing resource sharing, partnerships and service provision throughout the state.
1	Outspoken Library kiosks are providing exposure and training opportunities for greatly expanded use of TTBC resources. There will be a growing need for this as population ages.
1	TBBC public library partnerships with Outspoken Library and other activities educate more librarians and residents about services for people in NJ who are print disabled.
1	The BTOP program in New Jersey has brought equipment and training into the individual libraries and has been a great help in our being able to help our customers with job searching.
1	The delivery of interlibrary loans has been key. We are able to share our resources with one another at such a low cost.
1	JerseyCat promotes sharing. BTOP success can be attributed in some measure to partnerships in the service of jobseekers. The TBBC is our state's contribution to service for those who cannot use traditional services.
1	I believe the bookmobile was purchased with LSTA funds in the 1980's and still serves a

Count	Response
	diverse population and a population that would not have library services without this valuable mobile service. This is especially true for the prison population.
1	We have one of the Outspoken Library units in our library and the use of the machine continues to grow monthly.
1	This is a middle school library and pretty self contained. This question is for public libraries.

8. If you could improve the LSTA program in New Jersey in any way, what would that change be? What program or programs would you prioritize? Are there any new programs/initiatives that are needed?

Count	Response
1	?
1	A statewide library card would be nice.
1	Add a grant program for innovation.
1	At this time, I believe that collection development grants are sorely needed.
1	Better communication of the resources available
1	Bring back Q&A.
1	Calculate the impact and eliminate those programs that serve few.
1	Can't think of any changes. I would prioritize the statewide databases.
1	Can't think of improvements at the moment
1	Continuation of databases
1	Continue statewide databases; drop JerseyClicks portal; and re-engineer TBBC.
1	Cut out the BTOP coordinator's job.
1	Databases and JerseyCat
1	Don't know
1	Don't talk about new initiatives until you bring Q&A NJ back!
1	Fewer initiatives and emphasis on a consolidated few
1	Fund programs that can track actual outcomes through hard numbers.
1	Funding for ESL programs; online programs to learn English
1	Funding for homebound services, adult programming- cultural

Count	Response
1	I do not have any suggestions.
1	I don't feel that I have enough background in all of the programs to answer this question.
1	I have no answer to this.
1	I think it needs more transparency and more input from librarians around the state.
1	JerseyClicks databases
1	Keep Q&A NJ funded. Expand JerseyClicks, even at the expense of other services.
1	Language, music, and databases
1	Library literacy program grants
1	Literacy projects
1	MORE money, GOVENOR!! It is extremely short-sighted to cut library funding!
1	Make the funding permanent! How about an LSTA Foundation?
1	More involvement of school libraries
1	More mainstream media publicity that shows libraries are not just about books
1	Negotiate e-book packages for school libraries (e.g., affordable OverDrive services).
2	No comment
1	No improvement now, except not to cut funds. The JerseyClicks would be my number one priority.
1	Nothing stands out at the moment.
1	Offer programs for school libraries.
1	Please continue the support of delivery of materials.
1	Q&A NJ
1	Reinstatement of a statewide virtual library service
1	Technology initiatives
1	The priorities should be JerseyCat and JerseyClicks.
1	Volume purchase discounts by library consortia
1	We need an initiative to provide wireless access similar to broadband.
1	What about Q&A NJ, or some successor to it involving phone, internet, and text reference service?
1	Would like to see more programs for people with disabilities
1	All of the above if possible
1	More money for innovative programs like e-books and providing e-book readers to

Count	Response
	patrons
1	Showcase individual libraries in the State of New Jersey throughout the year offering a different theme of value to the community and state.
1	Help providing all libraries (including those with no real IT department) with resources to provide a mobile website to their patrons
1	We frequently get genealogy questions and the free online resources in this area are limited. A statewide subscription to ancestry.com or something similar would be very helpful.
1	Ensuring that LSTA serves ALL of NJ, not just the urban/suburban, and those in the Verizon network, but all libraries
1	Develop high-impact, high-visibility projects that benefit library users of all ages. Invest in programs that enable users to see libraries in new and different ways -- centers for civic engagement, free programs, exciting spaces, center for technology instruction. Use LSTA money to help librarians understand they can get out from under their back room operations -- in house cataloging, processing, etc by using vendor-supplied services and use their time to provide direct and meaningful services to their communities. Use LSTA money to extend library hours so libraries are open during times when people can use them.
1	Little monies are being used to support grants to the local libraries. This needs to be improved. The State Library should not be a direct service provider.
1	We need to fund statewide virtual reference (Q&A NJ or a replacement). Also, there is no real input and accountability into how the money is being spent. There is an LSTA advisory board, but who gets on it? What actual power do they have? It's been a farce, and the State Library has not been honest and forthcoming about how the money -- LSTA or otherwise -- is spent. There needs to be a better mechanism for input from the library community (how about if NJLA exec board appoints the LSTA advisory committee?) and more accountability about how money is really being spent.
1	We need a source of funds to allow us to show the public the newest in technology trends such as ipads, Nooks and Kindles. We just don't have a budget that allows us to do this. Most grants require sustainability. In the last few years we could not promise to sustain new programs if we were awarded a grant to institute them. It seems to us that the haves in the state can take advantage of these kinds of grants and the have-nots (us) are disadvantaged because we can't make a commitment to sustain new technology when we don't even have replacement programs built into our budgets.
1	More database access; e-book access; something to replace Q&A. Our customers are spending more time with us virtually and most libraries don't have the resources, staffing, money, knowledge, etc. to provide more of these types of services.
1	New programs: a statewide library card is the dream of most librarians I know. I believe that the positives would far outweigh the negatives. Research into doing this is important to me.
1	Keeping up with new technologies and providing instruction at public libraries on all new

Count	Response
	technologies not only to the public but also to staff on site
1	I know that many of my colleagues would like to see more direct grants to individual libraries for projects. I don't necessarily agree, as I think there is a bigger bang for the buck in statewide initiatives. I absolutely think there should be funding to underwrite a statewide library card. We are trying to foster walk-in cooperation in the northern part of the state, but it is difficult on an island of cooperation. And, a statewide library card is certainly less costly, on a per loan basis, than interlibrary loan!
1	I think there are parts of these and perhaps more services we could all chip in on. Yet we need the NJ State Library to negotiate contracts and oversee the management of the details involved and items on the budget lists.
1	New program to train people on use of state-of-the art mobile devices; possibly combined with lending the actual devices (tablets, smartphones, laptops etc).
1	If LSTA could facilitate meaningful collaboration among public libraries and the school districts they serve, this would be of tremendous value, not least for the libraries themselves. This means putting staff and dollars in place to initiate and administer ongoing, specific initiatives - not just lip service. It is very difficult for individual library staff members in some districts to keep this going on a solo basis, due to severe time and logistical constraints. Teachers and students must be served on their schedule and territory. Meaningful programs serving middle school and teen patrons are a high priority. Library resources seem often to be directed to the "easiest" and most traditional constituents - young children and seniors. Teen spaces, staffing and services all need special attention as they are often neglected, particularly in urban areas, and the need is great.
1	I would prioritize JerseyConnect, JerseyClicks, JerseyCat and Talking Book and Braille Center. These programs have an impact on more libraries and patrons than the grant programs of NJULS do. A statewide library card that could be used in conjunction with JerseyCat might be a good thing.
1	I wish the NJ Knowledge Initiative or some form of it could be restored because of the difficult economic times. Small businesses need all the help they can get to survive, grow and thrive.
1	Databases come first for me because many libraries would simply lose access without centralized funding. Libraries without databases in 2012 are a very grim prospect.
1	Reference service via texting would be a particularly worthwhile initiative. Reaching our patrons at their point of need through smart phones and other devices
1	Grants for innovative projects at the local level; help with replacement of aging technology - not just for the big city libraries; training that is more dictated by local needs
1	It seems that when a program starts, it's pushed and funded for a few years. Then it sort of falls by the wayside when a new idea is thought of or some other area becomes more popular to support. I think that support should be given to making the most items, materials or databases, available to the most citizens.
1	Help us with providing downloadable audio and music to our customers; help is also

Count	Response
	needed with making the playing field even as it relates to efficient, timely provision of access to e-books. Many of us subscribe to Mango languages and Learning Express on our own. A statewide approach to language learning, especially, would be a great asset.
1	I hope a good funding level can be maintained. I think libraries will need increasing support for the provision of e-books; I'm not sure what form this should take.
1	As stated, if there were a way for some TBBC funds to be distributed more evenly, this would help. I realize with the loss of statewide library funding it is very difficult and the federal funds become all the more important. We also miss the local connections of the regional library cooperatives, continuing education provided, etc. The local touch was so valuable. The pilot program grants are missed. The ones that were widely replicated, like Trading Spaces, had very wide impact for very little money. There is a strong sense that people can no longer get out of their libraries due to budget cuts, staff shortages, etc. I would like to see technology initiatives that have statewide impact targeted as they have been with the B-TOP grant.
1	Reinstate regions at the local level to foster networking and resource sharing Support virtual statewide reference 24 x 7 and statewide leadership training (now not done by CJRLC, NOT done at all).
1	I think NJ focuses too much LSTA money on the Talking Book and Braille Center, which serves a small number of people. Why is so much of our LSTA money required for this service when it is already federally funded?
1	Outreach programs to people who physically can't make it to the library, or who would normally not think to go
1	I would eliminate any type of 'virtual' reference such as Q&A NJ as this is an archaic service. Money in a tight economy would be better spent on serving the collection gaps of libraries and also serving special populations that are growing.
1	More publicity on a statewide level directing the public to the library to use the services. The State Library can reach larger media outlets than a local library.
1	I would make sure that JerseyCat, along with the delivery service, was fully funded each year. I would also like to see the databases offered stabilized so we would be able to plan what databases we need to purchase on our own.
1	There is an urgent need for transparency in New Jersey's LSTA budget. It is used as a quasi-slush fund in some cases, with some projects being funded to spend down the balance at the end of the year. The Center for the Blind and Handicapped should receive direct funding from the NJ Legislature, not under LSTA.
1	I would encourage database vendors to work with the State Library and local libraries to mega-blitz the public with information about e-resources - especially databases. So many people are studying at home with no idea about where the good resources are. It is in our interest to do this before they are taken away as an outrageous expense. But it is also to the benefit of vendors who will suffer this loss. Vendors have a vested interest in the continued use and proper appreciation for these resources.
1	Focus on support for online services (databases and connectivity) and statewide sharing

Count	Response
	of items. Drop Q&A NJ. Work on getting an effective one-stop clearinghouse for info about all the different programs available for libraries in NJ.
1	I think the future is digital and supporting the implementation of technology, not just giving us new technology, but actually supporting and maintaining it, is the priority. Exploring a state digital library for e-materials
1	E-books!!!!! The state needs to help us with making e-books available and also making it so we own the e-books. Digitalization of historical materials is also very important and difficult for individual libraries.
1	Anything, like Q&A NJ, where we go into people's homes and workplaces and community centers helps all kinds of people. Tech desk work (as done on Q&A NJ) was very appreciated by NJ residents.
1	Work on standardizing computer services in all public libraries. Due to our location, we are serving out of town users of computers and there are never enough. Some of our neighboring libraries are not as well funded as we and we are taking up the slack.
1	I answered this question already. Here are two examples already given 1) digital library projects like AccessPA and joining the Lyrasis Mass Digitization Project that ALL libraries in the state can use. 2) Resource sharing that works with as shared integrated library system: try joining the VALE Open Source Library System Project and work WITH the other libraries in NJ to spend OUR federal funds.
1	Libraries are going broke. Funding provided by municipalities is going down. Meeting patron demand costs more than ever. Yet we now have to buy the same item in multiple formats (physical book, audiobook with CDs or MP3, digital e-book version, downloadable audio version, large print, etc). and we need to provide more technology that costs money. Patrons want to borrow Kindles, Nooks, and e-readers; how can we afford them? Patrons want mobile versions and apps to our resources; who will develop them? How can we afford to pay for them? We need money! We need the NJ library to lobby the governor for more funds! Library staff are being cut to part-time to save money on benefits. Part-time employees can be wonderful workers, but they don't provide the same investment and level of consistency as a full-time employee. End of rant!
1	E-books: cut out the middleman like OverDrive. Let's use this money to be a major force for publishers to reckon with. We must work together because I think Amazon would like to destroy the public library. We need to lobby to preserve Fair Use.
1	Subsidize a statewide lending program that would reimburse libraries for lost materials. It's way past time for a statewide library card.
1	A better interface for JerseyCat and training or help for web development by libraries (apps, mobile web sites, friendlier web sites, etc.)
1	I find JerseyCat to be useless and a bit of a waste. I would prioritize the early childhood literacy. Since the money also comes from the Library and Museum fund, I would encourage the museums to be more cooperative with libraries. Exposing children and families to museums in these difficult economic times is a priority and many museums are making it difficult for libraries to purchase passes for our patrons to use. It's such a disappointment. The key to a library or museum is to get people through the doors any

Count	Response
	way possible. Times are changing and directors need to change as well. If people cannot afford museums, they will stop going and children will never experience culture. Schools are cutting out class trips and while we try to bring as much art and culture to the library, the elimination of museum passes for libraries means that hundreds of families will not be able to go.
1	Any program that provides shared resources, encourages interlibrary cooperative services, and networks as many libraries together is a valuable one. The focus should be more on this. It should also include webinars, online meetings and group discussions on new ideas, programs, services and methods for improving information access to library patrons across NJ.
1	Very often I think that school and public libraries duplicate their services and I think we should find more ways of sharing.
1	I can't really say right now. I think the schools need a push so that districts fund the school libraries much better than they do now. School budgets are so incredibly high yet the school libraries and media centers are deficient! And the failure to help students with literacy (High school and even college students come into my library and cannot spell, cannot speak, cannot complete a job application, cannot write properly and use mostly a computer as opposed to a book or magazine which they cannot read anyway.) pushes the work back on to the public library that is too busy doing everything else, including survey after survey and workshop after workshop. Some of the topics are really good, but we just do not have the time if we are required to run a library in a certain fashion in order to meet 'standards'.
1	NEW INITIATIVES: 1. Organize, administer, and provide a statewide open source ILS system for every public library. 2. Negotiate a contract with OCLC for statewide provision of their cataloging and resource sharing systems to replace JerseyCat.
1	Webinars are wonderful ways to make professionals throughout the state aware and well informed of the resources that there are. There are wonderful webinars about how to use some of the products, for example, I recently attended the GED database webinar. I would suggest a monthly or every six weeks webinar that reviews the resources: what is available, what they offer to the patrons or to the libraries, and how to get them (e.g., you need a link from your webpage), and how to get more help if you need it. I suggest this because staff change and it is a great way to train the new staff, or for the ongoing staff to become updated on the resources. Once you put this together, it should just repeat every six weeks so that if you need it, it is coming up soon.
1	Again, a better e-mail service would be the priority for me. One or two good databases? Not sure.
1	Spend more money on the training. Make it more accessible. Reach out to every library and send the trainers to libraries.
1	Outreach vehicles would be helpful to take the library out to people who can't come to us or who are not traditional library users.
1	In addition to the large statewide initiatives, I think offering grants to individual libraries has a lot of value, particularly in today's economic climate. I previously worked in a

Count	Response
	Massachusetts library and they give out much of their LSTA money in targeted grants and they did have a lot of benefit. I'd recommend taking a look at their setup.
1	We are at a crossroads for library service. We are caught between what the younger more technological population wants and what book publishers and digital content suppliers will allow us to purchase and dispense. We have easily shared hard copy among all users of libraries throughout the state, but the sharing of digital copy is restricted to the initial purchaser's population. If we want to continue to share resources in the future, more content will have to be purchased at the state level so that it can be shared with everyone.
1	I would encourage the State Library to seek more input from librarians in the field before embarking on new programs or making expenditures for services that look good on paper, but may not be easy or practical for librarians to use. The most glaring example of this was the software purchased for summer reading sign up. It's important to remember that if something is being promoted as being appropriate for use across the spectrum of public libraries - one size fits all - it is actually going to fit most libraries pretty poorly. A lot of unhappiness and wasted time could have been spared if more input had been sought from the people who were being told they needed to use it. Ditto the monthly library statistics aggregator.
1	There seem to be few, if any, State Library grants available to public libraries anymore. There used to be grants that helped with building collections and acquiring technology, but I don't seem to see them anymore.
1	Possible improvements to the software that runs JerseyCat; if there were more training sessions and promotion, especially amongst decision-makers; this could help resuscitate a worthwhile effort.
1	Additional support for developing new services, e.g. the LibraryLinkNJ initiative for mobile libraries is a good, current example.
1	I think we need to publicize these services better. I would love to see more information being given for the Talking Book and Braille Center. Whenever I tell a patron about their services they seem very grateful for it, but are surprised they have never heard of it.
1	Should not spend so much money on databases that are not that great for people looking for work (Jobs and Career Accelerator, Frost and Sullivan). Databases and delivery should be the top priorities.
1	We would like to see some LSTA funds directed towards: 1) assisting libraries to assess and navigate the new mobile technologies and 2) acquiring and processing foreign language materials.
1	Continue to foster literacy initiatives statewide, but in particular in Cumberland, Atlantic and Salem counties. ESL programs are also needed, given that the fastest growing segment of the population in NJ is the Asian community. Libraries need funds to address this need.
1	Cultivate future administrators. We do not lack for reference librarians. We need directors. It does not make any difference how hard everyone is rowing if the boat is going around in circles.

Count	Response
1	Public libraries always need help with technology: providing computers and access to the internet, and databases.
1	I would reinstate NJ Q&A and modify it to accept text messages (instead of just chat messages). That combined with a marketing campaign can reach out to potential library users.

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

Value	Count	Percent %
Library Director	96	43.4%
Children's/Youth Services Librarian	14	6.3%
Reference/Information Librarian	56	25.3%
Interlibrary Loan or Technical Services Librarian	4	1.8%
Library Technology Specialist	8	3.6%
Other Library Staff	4	1.8%
Library Friend or Library Trustee	2	0.9%
Other (Please specify.)	37	16.7%

If you selected "other," please specify here.

Count	Response
2	Assistant Director
1	Assistant Director/Technology - large urban library
1	Associate Director
1	Branch Manager
1	Consortium administrator
1	Department head
1	Director, Reference, Interlibrary Loan, all in one. We are a small library.
1	High school librarian
1	I am the only one here most of the time, small and underfunded
1	Librarian-Jack of all trades

Count	Response
1	Library Media Specialist in Middle School
1	Library manager
1	Manager of Adult and Technical services
1	Public School Librarian/Media Specialist
1	Reference Manager
2	School Librarian
1	School Librarian (incorporates at least 4 of the categories above)
5	School Library Media Specialist
1	School Library Media Specialist
4	School librarian
1	Solo Librarian
1	Teen/Reference librarian
1	assistant director
1	media specialist
1	school
3	school librarian
1	school librarian and library trustee
1	school library media specialist
1	work for a consortium

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

Value	Count	Percent %
a public library	151	68.3%
an academic library	27	12.2%
a school library	33	14.9%
a special library	6	2.7%
something other than those in the list (Please specify.)	4	1.8%

If you selected "other," please specify here.

Count	Response
1	I also work in the public library.
1	Library consortium
1	We are a public library housed in a school complex, so we act as both.
1	also part-time in academic library
1	consortium
1	A private memorial association library with close ties and some funding from the County library system.

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

Value	Count	Percent %
Fewer than 250	3	1.4%
250 - 499	5	2.3%
500 - 2,499	31	14%
2,500 - 9,999	43	19.5%
10,000 - 49,999	86	38.9%
50,000 - 99,999	29	13.1%
100,000 - 499,999	17	7.7%
500,000 or more	7	3.2%

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

Value	Count	Percent %
Less than $10,000	9	4.1%
$10,000 - $49,999	18	8.2%
$50,000 - $99,999	8	3.7%
$100,000 - $249,999	17	7.8%
$250,000 - $499,999	17	7.8%
$500,000 - $999,999	42	19.2%
$1 million or more	83	37.9%
Don't Know/Not Sure	25	11.4%

APPENDIX D - List of Acronyms

BTOP	Broadband Technology Opportunities Program, a program of the U.S. Department of Commerce National Telecommunications and Information Administration
CJRLC	Central Jersey Regional Library Cooperative, now merged into InfoLinkNJ
HRLC	Highlands Regional Library Cooperative, now merged into InfoLinkNJ
ILL	Interlibrary loan
INFOLINK	INFOLINK Regional Library Cooperative, now merged into InfoLinkNJ
IMLS	Institute of Museum and Library Services
NJKI	New Jersey Knowledge Initiative, now discontinued
LBPH	Library for the Blind and Physically Handicapped, now renamed New Jersey Talking Book and Braille Center (TBBC)
LibraryLinkNJ	Single statewide library cooperative, replacing the four regional cooperatives.
LSTA	Library Services and Technology Act
SJRLC	South Jersey Library Cooperative, now merged into InfoLinkNJ
TBBC	New Jersey State Library Talking Book and Braille Center

APPENDIX E - Bibliography of Documents Reviewed

American Evaluation Association, “Guiding Principles for Evaluators,” 2004.

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

Manjarrez, C. L., Langa, K. Miller. (2009). *A Catalyst for Change: LSTA Grants to States Program: Activities and the Transformation of Library Services to the Public.* (IMLS-2009-RES-01). Institute of Museum and Library Services. Washington, D.C.

Miller, K., Swan, D., Craig, T., Dorinski, S., Freeman, M., Isaac, N., O’Shea, P., Schilling, P., Scotto, J., (2011). *Public Libraries Survey: Fiscal Year 2009* (IMLS-2011–PLS-02). Institute of Museum and Library Services. Washington, DC

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

New Jersey. “State Program Report Summary,” FY 2008 and FY 2009.

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

APPENDIX F - Summaries of Coding Used in Qualitative Analyses

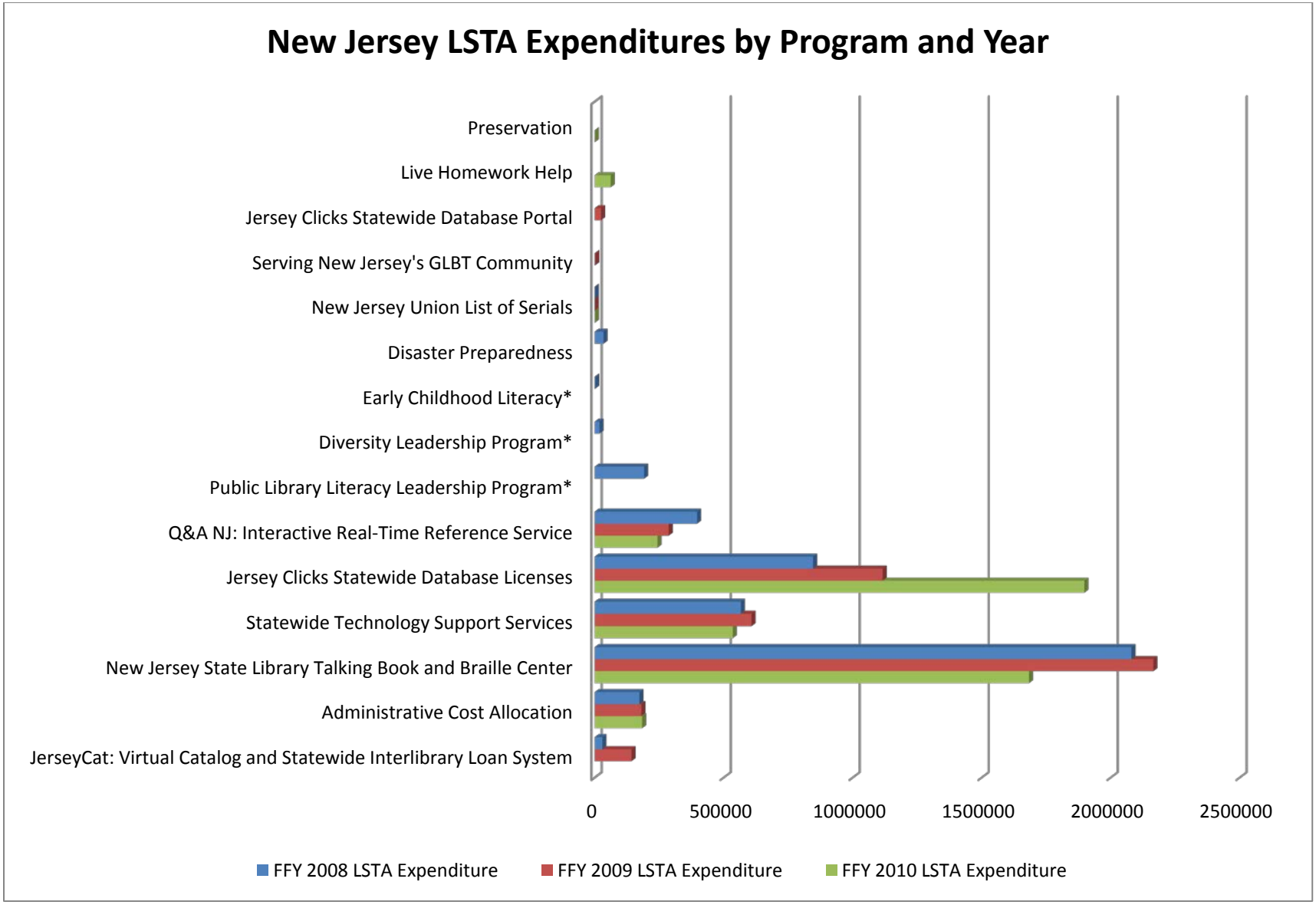
The chart below includes coding of three sets of qualitative data:

- Descriptive codes come from comments from focus group question #1, in which 25 participants indicated which LSTA-funded programs had the greatest impact on their libraries; qualities coding is pulled from responses to all focus group questions. Negative comments were recorded separately.
- Descriptive codes come from comments from interview question #1, in which 13 interviewees were asked which LSTA funded programs had a significant impact on their libraries. Qualities coding is pulled from responses to all interview questions; if the interviewee mentioned the same concept multiple times, only one code was applied. Negative comments were noted.

	Focus Groups		***Library Leader Interview***	
Descriptive Codes	**+**	**-**	**+**	**-**
Jersey Clicks statewide databases	14	2	9	3
Jersey CAT union catalog/ILL	13	2	4	1
Statewide summer reading	9			
Jersey Connect Internet	6		5	1
Sub-grants in general	4			
QandANJ	4	3	2	
Talking Books and Braille Center	3		5	
Statewide library card	1			
Early literacy/adult literacy				
Diversity			4	1
Qualities				
Statewide impact	18	9	7	2
Future orientation/innovation	14	9	3	4
Transparency	4	11	3	4
Cooperation/partnerships	3	4	4	

APPENDIX G – New Jersey LSTA Expenditures by Program and Year

Title	FFY 2008 LSTA Expenditure	FFY 2009 LSTA Expenditure	FFY 2010 LSTA Expenditure	3-Year Total	% of 3-Year Total		% of '08 Total	% of '09 Total	% of '10 Total
JerseyCat: Virtual Catalog and Statewide Interlibrary Loan System	$ 30,000	$ 143,000		$ 173,000	1.283%		0.691%	3.157%	0.000%
Administrative Cost Allocation	$ 173,705	$ 181,202	$ 184,414	$ 539,321	4.000%		3.999%	4.000%	4.000%
New Jersey State Library Talking Book and Braille Center	$ 2,080,784	$ 2,165,920	$ 1,683,802	$ 5,930,506	43.982%		47.904%	47.812%	36.522%
Statewide Technology Support Services	$ 567,140	$ 608,268	$ 535,656	$ 1,711,064	12.690%		13.057%	13.427%	11.619%
Jersey Clicks Statewide Database Licenses	$ 846,845	$ 1,116,407	$ 1,898,388	$ 3,861,640	28.639%		19.496%	24.644%	41.176%
Q&A NJ: Interactive Real-Time Reference Service	$ 397,000	$ 287,202	$ 243,750	$ 927,952	6.882%		9.140%	6.340%	5.287%
Public Library Literacy Leadership Program*	$ 191,820			$ 191,820	1.423%		4.416%	0.000%	0.000%
Diversity Leadership Program*	$ 18,868			$ 18,868	0.140%		0.434%	0.000%	0.000%
Early Childhood Literacy*	$ 2,000			$ 2,000	0.015%		0.046%	0.000%	0.000%
Disaster Preparedness	$ 34,704			$ 34,704	0.257%		0.799%	0.000%	0.000%
New Jersey Union List of Serials	$ 770	$ 550	$ 1,210	$ 2,530	0.019%		0.018%	0.012%	0.026%
Serving New Jersey's GLBT Community		$ 2,500		$ 2,500	0.019%		0.000%	0.055%	0.000%
Jersey Clicks Statewide Database Portal		$ 25,000		$ 25,000	0.185%		0.000%	0.552%	0.000%
Live Homework Help			$ 62,500	$ 62,500	0.464%		0.000%	0.000%	1.356%
Preservation			$ 650	$ 650	0.005%		0.000%	0.000%	0.014%
Totals	$4,343,636	$4,530,049	$4,610,370	$13,484,055	100.000%		100.000%	100.000%	100.000%


New Jersey LSTA Expenditures by Program and Year
Preservation
Live Homework Help
Jersey Clicks Statewide Database Portal
Serving New Jersey's GLBT Community
New Jersey Union List of Serials
Disaster Preparedness
Early Childhood Literacy*
Diversity Leadership Program*
Public Library Literacy Leadership Program*
Q&A NJ: Interactive Real-Time Reference Service
Jersey Clicks Statewide Database Licenses
Statewide Technology Support Services
New Jersey State Library Talking Book and Braille Center
Administrative Cost Allocation
JerseyCat: Virtual Catalog and Statewide Interlibrary Loan System
0
500000
1000000
1500000
2000000
2500000
FFY 2008 LSTA Expenditure
FFY 2009 LSTA Expenditure
FFY 2010 LSTA Expenditure

Appendix H – Research Instruments

New Jersey LSTA Interview Questions

Himmel & Wilson is working with the New Jersey State Library to conduct the 5-year evaluation that is a requirement of the Library Services and Technology Act as approved by Congress for all states. The current evaluation covers the years to date covered in the LSTA 2008 - 2012 Plan.

Major projects/programs in NJ that currently receive LSTA funds are the Talking Book & Braille Center, statewide databases, JerseyConnect (staff, technology, network connectivity, service providers, hosting), JerseyCat-ILL, and (what staffing should be/should not be mentioned?) (Should I mention that LSTA funding for NJ has decreased from $4.4 million in FY 2007 to $4.2 million in FY2011 due to population changes?)

1. Which of the LSTA funded programs/projects I've identified have had the greatest impact since 2007 in NJ? Can you give me an example (examples) to illustrate your answer?

2. Funding crises within NJ have lead to the demise of several programs that had been funded with LSTA in the past, e.g., the number of regional cooperatives and Q&A NJ. What's your assessment about the impact of those programs? Would they have happened without LSTA funding?

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

4. What do you think should be the highest priority in terms of addressing the library service needs of NJ residents in the coming 5 years? How might the library community respond to those needs?

New Jersey LSTA Focus Group Questions

Himmel & Wilson is working with the New Jersey State Library to conduct the 5-year evaluation that is a requirement of the Library Services and Technology Act as approved by Congress for all states. The current evaluation covers the years to date covered in the LSTA 2008 - 2012 Plan.

Major projects/programs in NJ that currently receive LSTA funds are the Talking Book & Braille Center, statewide databases, JerseyConnect (staff, technology, network connectivity, service providers, hosting), JerseyCat-ILL, and (what staffing should be/should not be mentioned?) (Should I mention that LSTA funding for NJ has decreased from $4.4 million in FY 2007 to $4.2 million in FY2011 due to population changes?)

1. Which of the LSTA-funded programs or jointly-supported (State and Federal dollars) has had the greatest impact on your library?
    b. In what ways is your library better able to serve the public because of this program or initiative?
    c. In what ways are you as a library director/library staff member better able to serve the public?

2. Many of the activities of the New Jersey State Library would not be possible or would be significantly curtailed without LSTA support. What impact do services provided by NJSL have on your library and/or on your library users?

3. Have specific improvements or advances in library services taken place in the last five years that you believe are largely attributable to the availability of LSTA funding? What are the most important things that would NOT have been accomplished if LSTA funding had not been provided?

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