

**EVALUATION OF LSTA
FIVE YEAR PLAN,
FY 2003-2007**

**Tennessee State Library and Archives
January, 2007**

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

The Library Services and Technology Act is vital to the library program in the State of Tennessee. It is as simple as that. Without federal funding for libraries, our public libraries, which benefit most from federal funding in our state, would be unable to replace aging technology on a regular basis, unable to look to the future with new library programs, unable to serve our many disadvantaged citizens suffering from poverty and lack of education. LSTA funding makes extraordinary assistance possible to library staff members and to local library users in communities throughout the state.

Our Five Year Plan which began on October 1, 2002 and which will end on September 30, 2007, identified four major needs among the state's citizens:

- 1) a need for lifelong learning possibilities
- 2) a need to increase the skills and resources of library staff to inform and assist library users to find the information they need
- 3) a need to provide informational services for economically disadvantaged persons
- 4) a need to provide special resources for persons who are blind and/or who have physical disabilities.

With these needs in mind, we have been able to fund ten different program areas during the past five years. Most of these programs provided assistance to the public library sector for which the Department of State, Tennessee State Library and Archives, is directly responsible. Programs included an online statewide catalog; interlibrary loan assistance and reimbursement grants; matching technology grants; continuing education; collection development to provide basic materials for the disadvantaged; competitive grants for special library programs and services to the disadvantaged, including grants for assistive/ adaptive technology devices for disabled library users; and the Network Services Consultant program which assists small and medium-sized public libraries with technology needs. Two other LSTA-funded programs provided services to all Tennesseans regardless of age or library type: the Tennessee Electronic Library and the Library for the Blind and Physically Handicapped.

The Tennessee State Library and Archives has used outcomes-based evaluation techniques, wherever possible, to measure the benefits associated with the federal programs. Early on, State Library staff attended the outcomes based evaluation workshop in Washington, DC; then in September 2004, we invited Claudia Horn from Performance Results to come to Nashville to teach a two-day workshop. All State Library Planning and Development staff were required to attend, as were the twelve Regional Library directors who provide library assistance to public libraries around the state. Also attending were five public library directors who had indicated interest in applying for LSTA grants which would allow them to provide special library programs for targeted disadvantaged groups within their communities. As this Evaluation indicates, State Library staff are now incorporating surveys, interviews, pre-tests and

post-tests, etc. as a matter of course into our effort to measure the success of our programs.

We have found this evaluative process to be very helpful in three ways:

- 1) It provided accountability for our use of federal funds over the past five years.
- 2) It helped determine which parts of future programs should be eliminated, reduced, or increased in funding.
- 3) It helped us identify important future programs.

The overall evaluation of the Five-Year Plan that follows finds that TSLA has used LSTA funds effectively. The citizens of Tennessee are receiving better library services today than they were at the beginning of the review period. Four of our LSTA-funded projects surpassed their goals: Interlibrary Loan assistance, the Tennessee Electronic Library, the Network Services Consultants program, and competitive grants to provide assistive/adaptive technology in public libraries. Three other programs met their goals: the Statewide Catalog, the Materials for the Disadvantaged collection development program, and the matching Technology Grants program. Finally, three programs made progress towards their initial goals: the Library for the Blind and Physically Handicapped, the Direct Service Grant program for special library services to the disadvantaged, and Continuing Education.

II. Overall Report of Results in Achieving Goals and Objectives Based on 5-Year Plan

Goal #1: Improve the education of school-age children and enhance the lifelong learning patterns of adults.

Objective/ target #1: Provide statewide access to licensed, free, full-text periodicals on a wide variety of topics.

TENNESSEE ELECTRONIC LIBRARY

See Section III, In-depth Evaluation

Goal #1: Improve the education of school-age children and enhance the lifelong learning patterns of adults.

Objective/ target #2: Support and enhance a statewide catalog to access the collections of Tennessee public libraries.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

STATEWIDE CATALOG

The Five Year Plan provided that LSTA funds were to be used to support and enhance a statewide catalog to give access to the collections of Tennessee public libraries. This catalog, currently supplied by AutoGraphics, serves two purposes:

- 1) To provide accurate MARC records that can be downloaded to local integrated library system catalogs
and
- 2) To allow patrons to identify and borrow materials that are not owned by their local library.

By fiscal year 2003-2004, the Key Output Target of 60% of Tennessee public library print materials records in the online statewide catalog was essentially achieved with a 59% level. Holdings in the catalog have grown from 1,472,231 in 2002 to 1,707,815 in 2006.

Most larger public and all Regional libraries use the MARC records found in the statewide resource for cataloging purposes. In fiscal year 2005-2006, local libraries downloaded 160,736 bibliographic records. Accurate MARC records via the statewide catalog allowed patrons to find the materials they needed to enhance their education and lifelong learning.

Goal #1: Improve the education of school-age children and enhance the lifelong learning patterns of adults.

Objective/ target #3: Provide interlibrary loan and reference assistance to public libraries through the Tennessee Regional Library System.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

INTERLIBRARY LOAN

By fiscal year 2006, a 77% interloan participation rate (175 public libraries) came close to the 80% Key Output Target rate. Netlending support grants to off-set mailing costs have been awarded annually to encourage interloan participation by local libraries. In 2005-2006, participating libraries received a total of \$129,926 in netlending grants.

Several years of experience with the statewide interlibrary loan system revealed the need to provide access to materials not owned by Tennessee public libraries. In response to this need, in fiscal year 2004-2005, the University of Tennessee in Knoxville opened its collection to statewide interlibrary loan requests from public libraries. East Tennessee State University opened its collection to requests from northeastern Tennessee public libraries. This access from two major university library collections more than doubled the materials that are available to local public libraries.

For items not available from the state online system, three interlibrary loan centers were established at Regional Library Centers. Local libraries can contact these Regional Centers to request materials when they cannot be found online. Staff at the Regional Centers use World Cat to identify and request materials which are then sent by the lending library directly to the local library. Library service to Tennessee citizens is improved by access to an expanded collection of materials. The Key Output Target of 85% of requesting public libraries receiving out-of-state interlibrary loan assistance was exceeded by a 94% fill rate.

Only the Northeast area of the state is currently offering courier service to expedite interlibrary loan. The Watauga Regional Library uses a state-funded regional van to deliver interlibrary loans to public libraries within a six county region. In Knox County, school libraries participate in interlibrary loan using the University of Tennessee collection and provide their own van delivery service. Neither of these courier programs uses LSTA dollars, but they certainly facilitate the sharing of resources from library to library, and these areas of the state tend to provide the most interlibrary loans.

In October, 2006, an Internet-based survey about Interlibrary Loan was distributed to the 175 libraries that currently participate in the program. 168 of the libraries responded, a

96% response rate. Ninety-four per cent of the libraries said they alert patrons to ILL services verbally; 54% said they had printed brochures about ILL services. Only 48% of libraries have links to the Tennessee Public Library Catalog on PAC desktops, and 34% have website links. When asked if they would be interested in extending the program to school libraries, only 28% responded in the affirmative. 46% of the libraries already fill requests for Tennessee Department of Corrections libraries. 40% of libraries charge a user fee for each interlibrary loan, despite the Netlending Reimbursement program offered by the State Library. 39% of libraries expressed an interest in statewide courier services, but only 1% were willing to budget additional costs for speedier delivery times.

Goal #1: Improve the education of school-age children and enhance the lifelong learning patterns of adults.

Objective/ target #4: Provide matching technology grants to upgrade public library hardware and software.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

MATCHING TECHNOLOGY GRANTS

Many public libraries in Tennessee cannot afford to upgrade their technology hardware and software as often as required by a fast-changing information industry environment. As a result, slower access and compatibility problems in 2002 made for difficult information retrieval on the part of library patrons seeking information for home, school, or work. In response to this, a grant program was established to provide matching technology grants to keep public libraries up to date in the never-ending cycle of new software and hardware. Furthermore, grants were given to Regional libraries for the purchase of hardware and software. This allowed the Regional libraries to better serve the informational needs of local public library staff and to facilitate outreach to local nursing homes, daycares, and other outlets.

Between 2002 and 2006, approximately 1300 computers were purchased by public libraries through the LSTA grant program. A similar number will have been provided through the Bill and Melinda Gates Foundation by Spring, 2007. In addition, LSTA grant money purchased ILS software, content filtering, and office production software. Other purchases through this program included laptops, laser printers, CD/DVD repair machines, digital cameras, firewalls, educational and genealogy software, and expanded digital memory. A total of \$1,083,477 in federal money went towards these purchases with a required 50/50 match from local funding. In addition, \$356,053 was used for technology purchases for the twelve Regional Libraries which provide technology assistance to public libraries. The Key Output Target of 50% of requesting public libraries receiving matching grants to purchase hardware and software upgrades was exceeded each fiscal year from FY2003-2007.

The Five Year Plan had called for focus groups of public library users to determine if local libraries offered the technology the users needed to do their research. This question was not addressed during the five year period. However, two Regions serving approximately 28 libraries did follow up with such questions as: How long do your users have to wait to use a computer? For what purposes do they use the computers? Were they successful in finding what they were looking for with the new technology? The two Regions had only three libraries to respond. They said that waiting time to use a computer was approximately 20 minutes, which they felt was too long. However, the

users were usually able to find what they needed. Perhaps this indicates that even more public access computers are needed in some of our libraries, but we need to do a more comprehensive series of focus groups to clarify this need.

Goal #2: Improve skills and resources of Regional and public library staff to inform and assist library users to find the information they seek.

Objective/ target #1: Provide training on information technologies and the information resources made available through these technologies.

NETWORK SERVICES CONSULTANTS

See Section IV.

Goal #2: Improve skills and resources of regional and public library staff to inform and assist library users to find the information they seek.

Objective/ target #2: Provide general library services training for library staff of small and medium-sized public libraries in order that staff can better assist Tennessee public library users.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

CONTINUING EDUCATION

The LSTA Five-Year Plan, FY2003-2007, included a component for continuing education. However, the statewide continuing education plan formulated by the Regional Library directors prior to that time and still in place was created with the understanding that both state and federal funds would be allocated to it. In addition, the Bill and Melina Gates Foundation Training Grant provided continuing education funds during the five year period. Evaluating only the components that involved federal funds would misrepresent the complete continuing education program. Only 43 of the 176 continuing education opportunities available to local public library staff from 2002 to 2005 used federal dollars. These numbers reflect only 24% of all CE opportunities offered statewide and do not reflect the true educational value of these events.

The CE programs focused on both basic and advanced programming. A wide variety of experts, mostly through the Southeastern Library Network (SOLINET) were brought in to provide the broadest spectrum of training opportunities. Regional training locations offered convenient event sites for local libraries to attend training sessions. Other local training needs were met by allowing Regional Directors to decide independently on customized training appropriate for their libraries.

Since 2002, training topics have been solicited from library directors through regionally-based surveys and needs assessment. In 2006, a statewide Regional services survey was completed as per the Five Year Plan. 143 library staff from across the state participated. This survey was used to compare local library training requests to the actual training events scheduled by the Regions. 96.2% of local libraries responding felt that Regional training made a difference in the quality of their library services. This was certainly a positive indicator that the Regional libraries are accomplishing their mission. Areas requested for future training included: collection management, automation guidance, marketing, advocacy, staff management and development, training in specific software packages (such as Word, Excel, PowerPoint), and programming for adults and children.

Through the successful blending of both state and federal funds, CE programs have utilized the expertise of State Library and Regional consultants as well as private consultants. The 2006 Survey results indicated a preponderance of “Great” and “Excellent” ratings for Regional training.

The State Library has not, however, followed up with testing to determine knowledge retention rates or usefulness of information among trainees. A concerted effort needs to be made towards accumulating data to validate the Continuing Education program’s content and effectiveness.

Goal #3: Improve quality of life for Tennessee residents living in areas determined by the state to be economically disadvantaged.

Objective/ target #1: Provide current public library materials to support educational and recreational needs.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

MATERIALS FOR THE DISADVANTAGED

The allocation of LSTA funds for materials for the disadvantaged is determined by the number of students in each county who qualify for the federal free/reduced lunch program. Those counties having more than the state's median level of 43% of children participating in the school lunch receive \$5,000 to be divided among their public libraries, and those with less than 43% participation receive \$2,500. Each of the twelve Regional Libraries also receives an additional \$4,000 for direct outreach services. Funds are channeled through the Regional libraries and the four metropolitan libraries.

The Materials for the Disadvantaged program funds provide materials for certain targeted audiences in each county. Deposit collections in Head starts, nursing homes, daycares, senior centers, as well as local libraries benefit. Special materials purchased over the last five years include large print, books on CD/tape, career and school study guides, as well as Learn-a-Test software licensing obtained through consortium pricing for area libraries. Learn-a-Test includes civil service, GED, and job certification tests.

In FY 2003, an additional \$120,000 of LSTA funding was used to purchase Spanish Language materials for ELL (English as a learned language) opportunities. Materials were purchased for 289 public libraries. In addition, at least one copy of Rosetta Stone software was purchased for the 91 non-metropolitan counties in the state. In many cases, this was the first collection of Spanish and bi-lingual materials provided at the local library level.

Regional collections housed in public libraries increased by 69,244 items from 2003-2004 to the present. Part of this increase is due to Materials for the Disadvantaged funding.

Goal #3: Improve quality of life for Tennessee residents living in areas determined by the state to be economically disadvantaged.

Objective/ target #2: Provide funding for new library programs and services needed to support the educational and recreational needs of the disadvantaged.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards the goal
- Did not work toward this goal

DIRECT SERVICE GRANTS FOR LIBRARY SERVICE TO THE DISADVANTAGED

Sixty-seven competitive Direct Service Grants for the Disadvantaged have been awarded and completed to date under the current Five Year Plan. Twenty-one additional grants have been awarded this year and will be completed by July, 2007. The four major grant categories offered to public libraries under this program were: services for the elderly, services for family literacy, services for adult education, and general services to the disadvantaged.

To date, \$74,270 in LSTA funding has enabled nine public libraries across the state to offer adult education programs to address the needs of the economically disadvantaged. The majority of the grants focused on services for career development. Library-sponsored programs included job skills workshops and training to develop interview skills. Materials purchased with the grants included computers with career related software and subject-related print and non-print materials. The grant projects yielded a variety of positive results including but not limited to job interview skills, resume writing, career information, computer literacy, and typing skills.

An exemplary program was in Clay County, Tennessee, which had one of the highest unemployment rates in the state and lower than average educational levels. The library grant provided laptops and classes in computer assisted resume writing. 1,200 people attended the resume writing interview skill classes. Following the classes, 85% reported feeling prepared for a job interviews, and 14 people reported obtaining jobs because of the training. In another grant, because of a significant collaboration with the Adult Education Program in Sevier County, over 100 people in 10 classes received computer literacy training. 82% completed the training successfully.

The grants that were the most successful had significant and strong partnerships with local Adult Education programs. A recommendation for future projects would be direct collaboration and work with the local Adult Education programs.

Thirty-one Direct Service Grants totaling \$325,765 provided special library services to the elderly. The grants provided technology training for beginning and more advanced computer users; homebound services to shut-ins with programs such as “Book Buddies”; volunteer training for selection and delivery of materials to nursing homes, assisted living centers, and individual homes; and direct library services to agencies housing the elderly.

Libraries worked closely with many agencies in their communities to increase and improve services to the elderly. Partnering agencies include the local Offices of Aging, senior centers, rehabilitation centers, University of Tennessee Martin Campus, public housing authorities, Community Resource Centers, and healthcare agencies. In one grant, the Fentress County Library brought all agencies serving the elderly together for a summit/workshop to allow agencies to better coordinate their services and improve the lives of the elderly. Caregivers and elderly met together to allow residents and caregivers to voice their concerns. From this summit, the library and the Department of Health identified 100 homebound residents. Twenty volunteers were trained to visit at least 40 of the identified residents on a regular basis, providing them materials and visits. In another grant, the Bolivar Hardeman County Library partnered with agencies serving the elderly and provided monthly programs and rotating materials for the residents of nursing homes and assisted living centers. Donald Young, Administrator of Bolivar Assisted Care Living wrote “By exposing our residents to this outside stimulus, their lifestyles will be greatly enhanced.”

Thirty family literacy grants totaling \$429,995 enabled public libraries to provide additional materials and programs for children and parents of at-risk families. The grants provided literacy assistance in the library, at home and at school; home schooling assistance; parent/child outreach programs; Headstart programming; and special programs for children who speak English as a Learned Language, who are hearing impaired, or who are homeless. One example of a successful project was a large metropolitan library that targeted poverty stricken children living in a certain community. The public library’s LSTA grant assisted with the development of a library materials collection at the local elementary school where the students were considered at risk. The same children were exposed to new literacy materials at the local public library and in the children’s home environments as well. The entire community was involved. Results of the grant included many new library cards issued to local children and increased overall library use. The school also reported improved reading skills among participating students.

In another successful grant, a public library partnered with local Headstarts to start a Mother-Read/Father-Read program to help parents in developing their read-aloud skills. Other successful grants addressed issues surrounding the expanding nature of diversity in the community and the need for classes in English as a Learned Language. As with the other Direct Services Grants, the most successful grants were those that included community partnerships.

Finally, a fourth grant category of Services to the Disadvantaged was made available. A majority of these grants funded adaptive technology for libraries and are reported in Goal 4, Objective 2; however, eight additional grants totaling \$89,800 were given out as well. These eight grants provided such library services as circulation software for a

bookmobile, English as a Learned Language bi-lingual materials and computer software, special materials for disadvantaged teenage readers, special materials for mentally challenged preschoolers and adults, and special materials for hearing impaired individuals. As with the other grants, the most successful ones involved hands – on community partners with interest in serving the disadvantaged.

Goal #4: Improve access to library services for blind and physically disabled Tennessee citizens.

Objective/ target #1: Develop a public education program and provide additional materials and readers' assistance for the Library for the Blind and Physically Handicapped.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

LIBRARY FOR THE BLIND AND PHYSICALLY HANDICAPPED

The Tennessee Library for the Blind & Physically Handicapped provides public library materials to any resident of the State of Tennessee who has a physical disability which prevents them from reading standard print. This includes persons who are blind; those who cannot see well enough to read standard print; persons who have manual dexterity problems which prevent them from holding a book or magazine and/or turning pages; and, last but not least, those who have a reading disability which is of a physical origin. Materials provided through this free service from the National Library Service for the Blind located at the Library of Congress include books and magazines in Braille, large print, and audio cassette. LSTA funds provide large print titles and descriptive videos. Since 2002, the large print collection has increased by 2,983 titles (48%) and the descriptive video collection has increased by 560 titles (175%). This far exceeds the Key Output Target of a 25% increase by FY2007.

The acquisition of the READS automation system in 2001, made possible by LSTA funding, has enhanced the provision of service to patrons. Computer generated reports, e.g., numbers of persons receiving service by disability, by county, by age, etc., are available to staff "on demand." In addition, reader advisors are able to add titles matching reader interests to patron files more efficiently, ensuring less "lag time" in providing titles to patrons on a regular basis. Patrons are happier with the service, and staff members receive fewer complaints regarding lack of materials. A recent survey of a random selection LBPH users showed that 90% indicated almost always receiving the help or information requested:

"All of my requests are handled with immense courtesy and promptness."

"The librarians are so helpful! We really appreciate having someone select and send materials that match our interest."

"We appreciate library staff who always return calls."

Ninety-seven percent of respondents rated the service as excellent or very good. This far exceeds the Key Outcome Target of 80% satisfaction rate.

Increasing readership is a constant focus of the service; however, statistics do not reflect this happening. Attrition of users is a challenge in provision of services to senior citizens. Nationally 60% of LBPH users are over the age of 60. In the state of Tennessee, many users are over the age 80. Also, increased access to commercial audio titles from a variety of sources, including public libraries, audible.com, bookshare.org, etc. has made it easier to locate audio books from sources other than the LBPH.

In 2005, as per the Five Year Plan, brochures describing the service were distributed to all licensed eye care professionals in the State of Tennessee. In addition, staff promoted the service through booths at community fairs and through consumer groups. A recent survey indicated that 12% of respondents learned about the service from medical providers; 34% from friends or relatives and 35% from social or rehabilitation agencies. Only 6% learned about the service from their public library and 9% from schools. 4% learned of the service from media outlets. A patron newsletter in large print, Braille, and on audiocassette enhances communication about LBPH services and is now sent out quarterly rather than annually.

Goal #4: Improve access to library services for the blind and physically disabled Tennessee citizens.

Objective/ target #2: Assist public libraries with new services or programs designed especially for special-needs individuals.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards the goal
- Did not work toward this goal

ASSISTIVE TECHNOLOGY GRANTS

Since 2003, ten direct service grants totaling approximately \$140,950 have been given to public libraries in Tennessee to fund new services and adaptive technology for people having difficulty using the public library because of print-related or physical disabilities. This was a 100% increase over the Output Target of five grants provided to public libraries by FY 2006. The public libraries applying for these competitive grants were from both rural and urban areas. Examples of assistive devices purchased with grant money included closed captioned televisions, adaptive software, radio reading service receivers, adaptive terminals, and various special-needs materials (Braille, large print, audio books, descriptive videos, etc).

Grants were developed in response to community needs. For example, in one small town, a local citizen suffering from stroke-related sight issues and caring for an elderly parent who also had vision problems, wrote the library director asking for assistance. The library then consulted with other agencies in the community to assess the area need and developed a grant application. Community collaboration was a key component. Another library worked with the local state university to create an adaptive technology lab. Other collaborations included city, county and state agencies targeting the special-needs users.

Individuals with physical or reading disabilities were able to use library resources when new assistive devices or special collections of materials were purchased with their needs in mind. Response to these grants was overwhelmingly positive. Recipients reported increased access to computer applications (including the Internet), improved computer literacy skills, and a higher level of confidence in accessing services and information independently. Special formatted materials and assistive devices provided by the library helped improve the quality of life and education for many and demonstrated that the library is a place where special-needs individuals and their families can turn for help and support. More than 90% of end users reported satisfaction via surveys and interviews.

III. Results of In-Depth Evaluation

GOAL #1: Improve the education of school-age children and enhance the lifelong learning patterns of adults.

Objective/ target #1: Provide statewide access to licensed, free, full-text periodicals on a wide variety of topics.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

TENNESSEE ELECTRONIC LIBRARY (TEL)

In Tennessee’s Five Year Plan, it was observed that, “Many school-age students in the poorest areas of the state do not have access to current materials on the topics needed to complete their homework assignments.” It was also true that Tennessee’s high school graduation rate was below the national average. Additionally, the average teacher salary was lower than most neighboring states, meaning that the school system had a dwindling number of qualified teachers. For these reasons, a large percentage of the State’s LSTA funds was devoted to a statewide online virtual library of “thousands of full-text periodicals and reference sources on a wide variety of topics” to meet the educational needs of lifelong learners. This online library leveled the playing field and increased educational resources for all citizens.

During the course of the Five Year Plan, increased usage of TEL, along with the narrowing of the digital divide, created the opportunity to expand the type of resources and the depth of coverage available in the online library. Between 2002 and 2006, the content and the type of sources have increased dramatically. In 2002, TEL included only 16 periodical databases. As of 2006, the online library was expanded to include not only the 16 periodical databases, but also a collection of electronic reference resources, a literature resource center, and a downloadable of library of e-books and audio-books. Along with these changes, a simplified, streamlined interface was added to TEL to attract more, and younger, users.

In 2002 the online library was used by 1.4 million people, primarily adult users in the academic setting. Of possible registrants, schools lagged far behind other types of institutions. This indicated a serious need to focus training and marketing efforts aimed toward the schools. A key Output Target was to have 90% of all school libraries registered with TEL by 2007. As of Fall, 2006, we are well on our way towards that goal. A variety of mechanisms were created to do this, among them creating and distributing a TEL Teacher’s Manual linked to Tennessee educational standards,

implementing a statewide training program that involves a large team of volunteer trainers, hiring a staff member at the State Library who could administer the online library full-time, and mounting a marketing campaign. These efforts resulted in a substantial increase in the number of schools registered with TEL. During the 2005-2006 federal fiscal year 3,432,117 searches were conducted by elementary and secondary school students and teachers.

Another key Output Target of the Five Year Plan was to increase public library searches by 10% each year. Although this target may not have been met in the first three years of the plan, it has been achieved in the most recent year for which we have statistics. In FY2005-06, 1,850,977 electronic library searches were done by public library users. This represents an increase of almost 60% in public library use over the previous year. That increase is a direct result of increased marketing and focused training.

The addition of the READS download library (which provides E-books and downloadable audio books) increased the percentage of life-long learners using the online resources. A recent survey of 248 download users indicated that 30.6% of these are ages 35 to 44, 28.6% are ages 45 to 54, and 11.7% are ages 55 to 64. 3.7% of the users are over age 65. The addition of these expanded resources assisted in eliminating the digital divide among Tennesseans throughout the state. For example, a resident of Cheatham County reports that prior to the addition of the download library, her public library only offered two unabridged audio books. She now has access to over 1200 unabridged titles. Others have indicated they use the downloadable audio books while traveling and while homebound due to health issues.

Members of the Tennessee Library Association have assisted in meeting another key Output Target of the Five Year Plan by contacting all state legislators with printed or e-mail information about TEL. One hundred per cent of all state legislators have received information about TEL annually through the TLA Legislative Initiative. This information includes descriptive, anecdotal, and statistical information.

Since 2002, TEL has become easier to use, especially for novice and younger users. A new portal to the electronic library resources allows all Tennesseans easy access. The portal allows a single URL to be put on all of the marketing materials, and those libraries and schools without web-pages can now provide remote access for their patrons and students. Additionally, a simplified user interface allows cross-database searching and wizards to create works-cited information for research pages. State library staff have also made a concerted effort to distribute pathfinders, finding aids and other tools to make the online library more accessible to novice researchers. Two surveys, one for end users of the electronic databases and another for users of downloadable resources, indicated positive benefits of the service.

During FY2005-06, Tennesseans used the Tennessee Electronic Library 13,788,370 times. This amounts to approximately two searches per capita. In the most recent fiscal year, \$918,000 in federal monies was spent on the program, meaning each usage cost \$.07, less than a piece of gum. For these few pennies per search, users were able to garner information that assisted with homework, answered questions about health care, and

obtained recreational reading that vastly improved their quality of life. We strongly feel this is an outstanding usage of federal money.

IV. Progress in Measuring Results of Library Initiatives or Services

Goal #2: Improve skills and resources of regional and public library staff to inform and assist library users to find the information they Seek.

Objective/ target #1: Provide training on information technologies and the information resources made available through these technologies.

Progress towards goal:

- Surpassed the goal
- Met the goal
- Made progress towards this goal
- Did not work toward this goal

As the previous project summaries show, the Tennessee State Library and Archives staff have used a variety of indicators to measure outcomes of LSTA projects. We are committed to the outcomes-based planning process. The Network Services consultants program that follows is an excellent example of our blended use of outputs and outcomes to measure accountability and to help determine which changes will make the program better and more efficient.

NETWORK SERVICES CONSULTANTS

The Network Services Program was established in 1997 to provide free technical leadership and perform information systems technical support work of advanced difficulty to public libraries. In 2003 a fourth Network Services Consultant (NSC) was added to a team of three others. A Network Services Manager coordinates the program from a Nashville office.

The Network Services Consultants determine current and future technology requirements through research and library interviews; plan and implement network developments and upgrades accordingly; install and upgrade microcomputer hardware and software; consult with library personnel in assessing information systems planning and physical facility planning; develop training aides and materials appropriate for public and regional library staff members; and plan, organize and conduct basic and advanced training sessions in both classroom and on-site settings. On-site technology support is also provided to the Tennessee State Library and Archives.

The library technology assistance network in Tennessee also goes beyond the Network Services consultants. State dollars fund one Regional staff person designated in each of twelve Regional Libraries to support seven to nine surrounding counties as a primary Technical Coordinator. The public libraries contact the Technical Coordinators as their first level support for technical support concerns. If the Technical Coordinator cannot

assist the public library, the Technical Coordinator bumps the task up to their designated Network Services Consultant.

The scope of assistance provided by these technology consultants includes:

- Determining current and future technology requirements for libraries
- Planning and implementing network developments and upgrades
- Installing and upgrading microcomputer hardware and software
- Consulting with library personnel in assessing information systems and physical facility planning
- Planning, organizing, and conducting basic and advanced technology training sessions

Since 2002, the program has seen significant increased outputs as demands from Regional and public libraries have increased. The addition of a fourth Network Services Consultant, the addition of GPS devices in state supplied automobiles, and scheduling done by the Network Services Manager in Nashville have allowed quicker response to technology issues in libraries. Statistics show:

- The number of libraries assisted by the NSCs has increased from 152 public libraries to 217 public libraries since 2003.
- Mileage traveled increased by more than 57% from 72,000 miles in 2003 to 124,530 miles in 2006.
- Advanced technology training workshops have increased from 12 workshops in 2003 to 14 workshops in 2006.
- Computers installed in public libraries increased from 389 in 2003 to 790 in 2006.

These impressive output statistics are given further credence by the results of several efforts to obtain outcomes measures. The following evaluation methods have been used since 2002 to determine the outcomes of the Network Services Consultant program:

- Pre-tests and post-tests are utilized to evaluate the effectiveness of workshops.
- NSC review sheets are submitted by public libraries evaluating specific tasks completed by NSC s.
- The NSC's maintain daily logs and produce monthly status reports which are disseminated to Regional Libraries and administration.
- Interviews of public library directors have been conducted on two occasions to determine current level of satisfaction with the NSC program and to solicit suggestions for improving the NSC program.

All of these measures show that the NSC program continues to be essential for the successful operation of Tennessee public libraries in meeting the technology needs of public library staff and users.

Pre-tests and post-tests connected with annual training workshops for the Regional Technical Assistants in the regional offices consistently indicate at least a 30% improvement level after training is completed. In 2004, the twelve Regional Technical

staff kept logs of their activities which indicated that they are able to resolve 60% of the technology problems in their regions without calling for further assistance. These logs were signed by public libraries receiving assistance. Overall, the directors indicated a 94% Excellent or Near Excellent satisfaction rating with the assistance they received.

In 2002, interviews of 24 public library directors from across the state indicated high satisfaction with the Network Services program, but they had issues with the slow response time due to so many requests for assistance. After a fourth consultant was added the next year, an additional sixteen telephone interviews were completed in 2006 by members of the Advisory Council on Libraries. These interviews showed much better response time and great appreciation and respect for the NSC's. There were no complaints about their skills or their ability to fix technology problems. Only a few complaints were noted and were related to the scheduling process of going through an intermediary at the Regional center, the occasional wait of several days for assistance due to heavy volume at times, and the ongoing need to be able to communicate with librarians at various levels of understanding. The daily logs and monthly reports submitted by the Network Services Consultants provided accountability measures for public libraries, Regional staff, and State Library administration.

One librarian summed up the technology assistance program with these words: "If we did not have these folks, an awful lot of electronic library services would come to a halt because our local library budgets cannot afford a local technology support person." The Network Services Consultant program continues to be one of the best resources our state offers to small and medium-sized public libraries. The program has successfully blended teamwork and individual accountability. The result is high quality technology assistance and training for library staff in libraries that cannot afford their own IT personnel.

V. Lessons Learned

The following are lessons learned from each of the ten large projects funded since 2002 with LSTA funds.

Tennessee Electronic Library (TEL):

- Constant, ongoing promotion of TEL to public schools is required to ensure continuous usage in the school setting.
- Annual “train-the-trainer” sessions are required to maintain enthusiastic, knowledgeable volunteer trainers throughout the State of Tennessee.
- A constant, focused marketing campaign is needed on a statewide level to provide tools to local librarians and educators who, in turn, will connect the local citizens to the online library.
- The traditional library model of direct customer service is still vital to the success of the program.

Statewide Online Catalog

- Current efforts should be maintained to encourage local libraries to continue to contribute holdings to the statewide catalog.
- To exceed the Key Output Target of 60% of all print materials in the online catalog would require additional training of local library staff to increase their understanding of how to add records and why.

Interlibrary Loan/ Net Lending Reimbursement

- Local library staff should be continually encouraged to refer requests unfilled by the statewide system to three Regional Centers.
- It is evident that the areas of the state finding most success with interlibrary loan are those areas with a regional courier service.
- A statewide courier service would be an excellent area for future federal funds.

Matching Technology Grants

- The key output target was that 50% of all public libraries requesting hardware or software should receive matching grants. The target was definitely exceeded, but requesting libraries in every grant cycle went without because of funding limitations.
- Due to the matching fund stipulation of this program, some of the neediest libraries do not receive benefits from this grant.
- A needs based analysis may provide a way to extend more technologies to the neediest of our state’s libraries that are unable to meet the matching funds of the grant.

- \$1,083,477 in federal money went towards hardware/software purchases with a required 50/50 match from local funding. The result was a huge improvement in the technology resources found in the public libraries of 94 out of 95 Tennessee counties. The local funds provided an incentive for additional local funding and pride of ownership.

Network Services Program

- This program increased the ability of public librarians to assist patrons and to resolve internal technology issues efficiently.
- Shortened response time since 2002 has increased the confidence of the public librarians in the NSC program resulting in a broader spectrum of services from the NSC's.
- Continuing education of Regional Technology Coordinators has resulted in an intermediate level of technology support resulting in improved problem-resolution time.
- The NSC program currently provides 92% of Tennessee libraries with 100% of their technology needs. This has allowed public libraries to return more staff hours and local library funds to public services.
- Centralized training is becoming less necessary as one-on-one training is more appropriate for specific library needs.
- The inclusion of library staff and/or directors in technical problem solving is becoming more important as libraries are becoming more technologically advanced and educated.
- The NSC program purpose and scope need to be reviewed regularly to promote a better understanding of the program and educate recipients on changing services.
- The NSC's need to be consulted about library construction or renovation projects to ensure compliance with building and fire codes.

Continuing Education

- Currently each Regional Director selects speakers and topics to customize training based on local library staff needs while following a general statewide Continuing Education Plan. This limits the spectrum of topics to the extent of the Regional Director's knowledge and abilities, and expertise of available trainers.
- Advance planning to clearly state the portions of Continuing Education programming funded by state, federal, and private dollars is becoming increasingly difficult as CE opportunities often come up unexpectedly.
- This is an extremely important program that requires further study and an improved reporting method to reflect the true benefits being delivered.

Materials for the Disadvantaged

- The current formula for distribution equalizes funding for the disadvantaged in all 95 counties. Only 48 of the 95 counties received funding prior to this change.

- However, currently, materials are being distributed to some areas with no documented need.
- The needs of non-English speaking people in our communities are now being addressed through these materials and associated programs.
- The outreach services provided by the Regional Libraries to Headstarts, nursing homes, and other outlets help to address services to the disadvantaged at the local level that local libraries cannot.
- The structure of this program allows needs of the disadvantaged to be addressed in a variety of ways at the local level. Outcome measures are difficult to identify, however, due to the flexibility. Target programs should be better identified and measured in the future.

Direct Service Grants for Services to the Disadvantaged

- Sometimes lack of public transportation to the local library prevents success of these programs.
- Those libraries working in active partnership with other agencies in the community were much more successful than those without partners.
- Lack of effective publicity caused some projects to fail or have fewer of the desired outcomes achieved.
- More emphasis should be placed on outcome based evaluation training for grant applicants.
- More emphasis should also be placed on time management during the project year.
- There should be more emphasis placed on projects that are program-oriented, rather than those that simply provide collection development.
- Closer examination of project proposals should be provided at the initial stage of the grant process.

Library for the Blind and Physically Handicapped

- An LSTA- funded updated automation system provided notable improvements in the provision of service to patrons.
- Public relations efforts need to be constant and ongoing. The National Library Service has instituted a national public relations campaign which is starting to show results. A statewide campaign could only enhance these results.
- Public relations efforts with public libraries and schools should be constant and ongoing. In the most recent fiscal year in-service training programs with public library staff have been conducted in three of the public library Regions. This should be continued to reach the remaining Regions.
- A high level of patron satisfaction ratings from the survey strongly indicates this is an effective use of federal tax dollars, both National Library Service dollars and additional LSTA funds.
- The numbers of LBPH patrons served has not increased significantly, probably due to advanced ages of many of the users.

Grants for Assistive Devices

- Providing funds for assistive devices in public libraries was most effective when a heavy emphasis was placed on partnering with community agencies for enhanced programs.
- Lack of public transportation in some areas hampers access for many of the disabled and disadvantaged to use public libraries. Libraries should try to consider such outside influences when planning programs for the disabled.
- Assistive/ adaptive devices are very expensive and can require professional assistance if they break down. Many libraries do not have staff on site who can fix problems with the technology.
- Still, the value to the disabled community makes a strong case for continuing these types of programs in future grants.

VI. Brief Description of Evaluation Process

The Tennessee State Library and Archives involved a variety of local stakeholders in its evaluation process. Four Planning and Development staff plus the state's LSTA coordinator met with ten other library advocates at a three day Evaluation Retreat at Montgomery Bell State Park to write the evaluation. The ten invited participants included two Advisory Council members, one of whom is a retired Adult Education specialist and public library trustee, and the other of whom is a retired school librarian and former director of the Library for the Blind and Physically Handicapped. Also in attendance were three regional library directors, two assistant regional library directors, the current director of the Library for the Blind and Physically Handicapped, and one of the Network Services Consultants.

The LSTA Coordinator spent the first 45 minutes with a PowerPoint which explained the ten different areas of federal funding in Tennessee since 2002 and the IMLS guidelines for writing the evaluation. Then the fifteen participants were divided into three teams to begin the first round of discussion and writing. The first three teams provided the in-depth evaluation of the Tennessee Electronic Library; the Network Services program, an area where we had concentrated many outcomes-based evaluation initiatives; and finally the Direct Services Grants for the Disadvantaged, an area that needed more overall analysis than had been provided during each of the past five years. On successive days, other teams discussed the remainder of the federally funded programs.

The LSTA Coordinator provided each participant with an "Info Bundle," consisting of pages from the Five Year Plan which focused on the goal and objective they were to work on, guidelines and sample questions to discuss, appropriate pages from annual reports since FY2002-3, and specific results of relevant outcomes-based measures such as surveys, interviews, etc. Each team was told to read the information independently, then meet together to discuss the material, and prepare the evaluation. Teams ranged from three to five participants, each one bringing a unique set of experiences and points of view to the evaluation process.

The Park setting provided a great environment for working. The beautiful lake and colorful fall leaves outside rejuvenated the teams whenever they walked by one of the floor to ceiling windows. The cold days, however, made us all glad to be inside. Everybody did a tremendous job of focusing on the task at hand. One participant said she loved the format of the workshop because it allowed her to really get to know the personalities and thought processes of the other people in the group. Another said the "info bundles" were right on target, allowing her to see the overall picture of the federal programs over the past years, not just her specific day-to-day job responsibilities. Still another appreciated getting to know the participants who were not directly involved with LSTA funded programs on a day-to-day basis and who were able to provide objectivity in reviewing the programs.

Participants included:

- 1) Jane Pinkston, LSTA Coordinator, Tennessee State Library and Archives
- 2) Robert Toth, Director, Forked Deer Regional Library

- 3) Carla Jacobs, Assistant Director, Shiloh Regional Library
- 4) Ruth Hemphill, Director, Library for the Blind and Physically Handicapped
- 5) Betty Jo Jarvis, Director, Highland Rim Regional Library
- 6) Mary Lou Markham, Tennessee Advisory Council on Libraries
- 7) Susan Greer, Tennessee Advisory Council on Libraries
- 8) Julie Duke, Children's Services Coordinator, Tennessee State Library and Archives
- 9) Shelley Fugitt, Statistics Coordinator, Tennessee State Library and Archives
- 10) Sally Pellicciotti, Assistant Director, Caney Fork Regional Library
- 11) Gina Walker, Network Services Consultant, Tennessee State Library and Archives
- 12) Lisa Walker, Network Services Coordinator, Tennessee State Library and Archives
- 13) Tricia Bengel, Special Projects Coordinator, Tennessee State Library and Archives
- 14) Marion Bryant, Director, Blue Grass Regional Library
- 15) Jack Stacy, Bibliographic Services Coordinator, Tennessee State Library and Archives

The cost of the evaluation was approximately \$12,000. This included travel, meals, and overnight expenses; rental fees for the State Park facility; copies of evaluation materials; staff time, etc. The most costly staff expense was approximately 60 hours spent by the LSTA Coordinator in planning the Retreat, compiling the "Info Bundles," and editing the final results.
