

**TENNESSEE STATE LIBRARY AND ARCHIVES  
LIBRARY SERVICES AND TECHNOLOGY ACT PLAN  
2013 – 2017**

Prepared by the Tennessee State Library and Archives staff in  
partnership with Himmel and Wilson, Library Consultants.

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## I. Executive Summary

The following Plan is submitted in fulfillment of the requirements for participation in the Federal Library Services and Technology Act (LSTA) Grants to States program. The Plan identifies needs that are related to library and information services and outlines goals and activities that will be pursued using LSTA funds for Federal Fiscal Year (FFY) 2013 through FFY 2017. The Tennessee State Library and Archives serves as the State Library Administrative Agency (SLAA) for Tennessee and is authorized by the Institute of Museum and Library Services (IMLS) to receive and expend Grants to States funds in accordance with the legislation that created the program.

The needs assessment conducted as part of the planning process revealed a set of significant needs that are directly related to the LSTA Grants to States program priorities.

### A. Summary of Needs

- Tennessee's public libraries lack the funding to provide basic library and information resources.
- 47% of Tennessee's children are "at-risk" based on their economic status.
- 183,518 residents of Tennessee are visually impaired.
- Most Tennessee public libraries are managed by staff with little or no formal training in library science.
- A large percentage of Tennessee residents are unemployed or underemployed.
- Most Tennessee libraries lack adequate information technology staff/support.

Three goals were established to address these needs. The goals were designed to correspond with focal areas for the LSTA program that have been developed by IMLS in collaboration with state library administrative agencies. IMLS has established the following six focal areas for which outcome-based evaluation mechanisms are being developed:

1. Lifelong Learning
2. Employment & Economic Development
3. Human Services
4. Civic Engagement
5. Access to Information
6. Library Capacity Building

### B. Goals

*Goal 1: All Tennessee residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources and electronic networks.*

*Goal 2: All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.*

*Goal 3: All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21st century library services.*

This Plan outlines specific programs/initiatives that will be carried out to address the identified needs by working toward meeting the state-level goals within the framework of the Federal program.

## II. Background

The Tennessee State Library and Archives (TSLA) collects and preserves books and records of historical, documentary, and reference value and promotes library and archival development throughout the State. TSLA serves residents of the Volunteer State's 6.3 million people directly through the State Library and the Library for the Blind and Physically Handicapped in Nashville. TSLA also provides additional direct services to all State residents through the Tennessee Electronic Library (TEL) online databases and through the Regional eBook and Audio Download System (R.E.A.D.S.).

Statewide library development and the improvement of local library services are supported by TSLA through the work of the Tennessee Regional Library System. The Regional Library System's nine area offices offer access to professional assistance on topics ranging from legal issues to library construction, and from cataloging to technology. Using primarily LSTA funds, TSLA also provides hands-on

assistance with computer networks, hardware, and software through strategically-placed network services consultants who work with the regional libraries and with local libraries to ensure that residents of the State have access to functional technology.

TSLA is responsible for carrying out the provisions of the LSTA Grants to States program in Tennessee. The overall purposes of the Library Services and Technology Act are to:

- enhance coordination among federal programs that relate to library and information services;
- promote continuous improvement in library services in all types of libraries in order to better serve the people of the United States;
- facilitate access to resources in all types of libraries for the purpose of cultivating an educated and informed citizenry;
- encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public;
- promote literacy, education, and lifelong learning and to enhance and expand the services and resources provided by libraries, including those services and resources relating to workforce development, 21st century skills, and digital literacy skills;
- enhance the skills of the current library workforce and to recruit future professionals to the field of library and information services;
- ensure the preservation of knowledge and library collections in all formats and to enable libraries to serve their communities during disasters;
- enhance the role of libraries within the information infrastructure of the United States in order to support research, education, and innovation; and
- promote library services that provide users with access to information through national, state, local, regional, and international collaborations and networks.

The Act specifies the following priorities for the Grants to States program:

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;
- enhance efforts to recruit future professionals to the field of library and information services;
- develop public and private partnerships with other agencies and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with section 9902(2) of title 42) applicable to a family of the size involved;
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and
- carry out other activities consistent with the purposes set forth in section 9121, as described in the SLAA's plan.

The LSTA program is administered on the Federal level by IMLS. Under the requirements of the enabling legislation, IMLS provides funds to State Library Administrative Agencies using a population-based formula. In order to be eligible to receive LSTA funds, each SLAA must submit a five-year Plan that outlines how the State agency intends to utilize the Federal funds in accordance with the purposes and priorities noted above. The five-year Plan must include a needs assessment as well as goals, activities, and processes that will be used to ensure accountability and evaluate the State agency's progress toward reaching its goals.

### **III. The Tennessee State Library and Archives' Mission**

The Tennessee State Library and Archives serves Tennessee government and all its citizens by acquiring, organizing, preserving, and making accessible public and historical records and other resources; by providing statewide consultation services in support of public libraries and local archives; and by offering alternative formats for reading for those Tennesseans unable to use standard print media.

## IV. Needs Assessment

A variety of data sources were used to develop the needs assessment portion of the Plan. Included were statistics from the U.S. Census Bureau, demographic projections from Nielsen SiteReports™ (a commercial service that provides demographic data to the retail sector), and public library statistics collected annually by SLAAs in each of the states and then gathered and aggregated by the IMLS using the Public Library Survey (PLS). The Plan also draws on focus group sessions with librarians, personal interviews with members of the Tennessee library community, and a web survey of library staff members. The focus groups, interviews, and web survey were undertaken as part of the recently completed evaluation of Tennessee's implementation of the 2008 – 2012 LSTA Plan. Additional input for the needs assessment came from interaction with the members of the Tennessee Advisory Council on Libraries (TACL) during two meetings at which LSTA program priorities were discussed.

### A. Demographics and Geographic Characteristics

Tennessee, with a 2010 population of 6,346,105, is the seventeenth most populous state in the nation. Meanwhile, Tennessee's population continues to grow. The U.S. Census Bureau estimates that the population increased by just under one-percent to 6,403,353 between 2010 and 2011<sup>1</sup>.

The population breakdown by age in Tennessee closely mirrors national norms. More than six percent (6.4%) of the Volunteer State's population is under 5 years of age. This compares to 6.5% at the national level. Similarly, Tennessee's below 18 population accounts for 23.6% of the State total. The national percentage for this group is 24.0%. Tennessee's populace is only slightly older than the national norm. More than thirteen percent (13.4%) of the State's population is 65 or over, compared to 13.0% nationally.

At 41,200 square miles in size, Tennessee ranks 34<sup>th</sup> among the states in land mass; however, Tennessee is by no means a compact State. Driving from Memphis on the Mississippi River in the southwest corner of the State to the northeast corner (on the border of Virginia and North Carolina) takes more than eight hours and involves traversing more than 550 miles. Furthermore, large portions of the State are mountainous and many areas contain small communities.

Tennessee is a state of contrasts. Slightly more than one-third (33.61%) of the State's population resides in eleven municipalities with populations over 50,000. Of Tennessee's 95 counties, there are two counties (Shelby and Davidson) with populations of more than 500,000. In contrast, 55 of the 95 counties have populations of less than 35,000. Fourteen of these counties are home to fewer than 12,000 people.

The U.S. Census Bureau reports that 77.6% of Tennessee's population is White. This compares to a national norm of 72.4%. Tennessee's Black or African-American population also accounts for a higher percentage of the population than the national average. Nearly seventeen percent (16.7%) of Tennessee's population is Black or African-American, which is considerably higher than the national average of 12.6%.

Nevertheless, taken as a whole, Tennessee's population is less diverse than most other states. The Volunteer State's Asian population is 1.4% compared to a national average of 4.8%. Individuals of all races describing themselves as being Hispanic or Latino in origin total 4.6% of the population, compared to the national norm of 16.3%. Less than five percent (4.4%) of Tennessee's population is foreign born and languages other than English are spoken in the homes of only 6.2% of the State's population. Both of these measures are considerably lower than the national norms (12.7% foreign born and 20.1% living in homes in which languages other than English are spoken).

Data from the 2006 - 2008 American Community Survey (ACS), which was conducted by the U.S. Census Bureau and was released in 2010, shows that more than 172,564 Tennessee residents over the age of 5 indicate that they speak English less than "very well"<sup>2</sup>. More than half of this total (114,021), indicate that Spanish is their primary language. However, other languages including German, French, Chinese, Arabic, Vietnamese, Korean, Gujarati, Hindi, Tagalog, and Russian are spoken by thousands of Tennessee residents.

The weakness of the national economy has had a negative impact on Tennessee's job market, as it has in most parts of the country. The U.S. Bureau of Labor Statistics reported that Volunteer State's unemployment rate in April 2012 was 7.8%. This is slightly below the national unemployment rate of 8.1%<sup>3</sup>. However, it is important to note that unemployment rates vary tremendously by region. The unemployment rate is between 5% and 10% in 73 of Tennessee's 95 counties. Unemployment exceeds 10% in 22 counties, with Scott County's unemployment rate standing at 15.4% (not seasonally adjusted). More than 100,000 Tennessee residents are unemployed, and a similar number are under-employed.

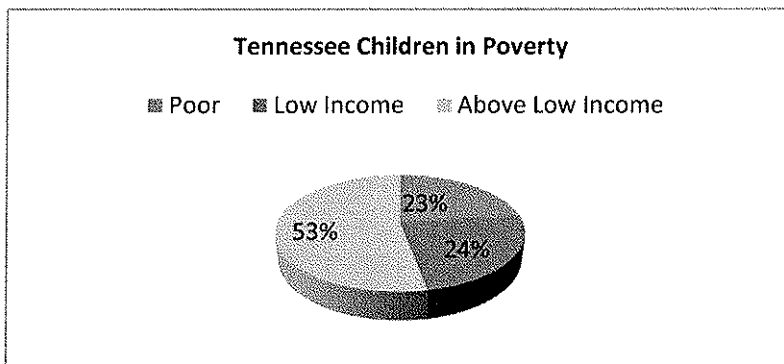
Tennessee is among the poorest states in the U.S. In 2010, 17.7% of Volunteer State residents fell below the poverty line when measured in terms of household median income. This compares to a national poverty rate of 15.3% for the same period. That translates into Tennessee being the 12<sup>th</sup> poorest state in the nation. The Memphis area ranks the 8<sup>th</sup> highest in poverty among all major metro areas in the country.

<sup>1</sup> Source U.S. Census Bureau: State and County QuickFacts. <http://quickfacts.census.gov/qfd/states/47000.html>

<sup>2</sup> U.S. Census Bureau, American Community Survey (ACS) 2006 – 2008 (Released 2010)

<sup>3</sup> U.S. Bureau of Labor Statistics, April 2012.

According to the National Center for Children in Poverty at Columbia University, the situation is particularly dire for children in Tennessee. For 2010, the federal poverty level was \$22,050 for a family of four. Children living in families with incomes below the federal poverty level are referred to as poor. But research suggests that, on average, families need an income of about twice the federal poverty level to meet their basic needs. Over three-hundred thousand (336,453) children in Tennessee come from families with incomes below the poverty line. Another 349,996 children come from low income families. This means that 47% of Tennessee's children are "at-risk" based on their economic status.



**Chart 1**  
**Tennessee Children in Poverty**

The 2006 – 2008 American Community Survey also indicates that over fifteen percent (15.1%) of Tennessee's population has limitations due to a disabling condition<sup>4</sup>. This statistic is considerably above the national norm of 11.9%.

A closer examination of this difference through an analysis of age groups shows that Tennessee's disabilities' rates are higher than national norms among all age groups. In the pre-school population, 0.9% of the children have a disabling condition, compared to 0.8% nationally. The percentage of school-aged children (ages 5 – 17) with disabilities also exceeds the national norm at 6.1%, compared to 5.2% nationally.

The gap between national disabilities rates and Tennessee's measures grows among older populations. More than thirteen percent (13.5%) of working-age adults (ages 18 – 64) live with a disability compared to 10.0% nationally. The disability rate among the senior population is extremely high at 41.8% compared to the national norm of 36.7%.

All told, the ACS reveals that 947,295 Volunteer State residents have some type of disabling condition. Of these disabilities, the largest by far is in the category of "ambulatory" difficulties. It is estimated that 235,160 Tennessee residents aged 65 and older are limited in their mobility. Over seventy-thousand (72,273) residents aged 65 or older suffer from visual impairments. When all age categories are considered, the number of individuals dealing with vision issues rises to 183,518.

## **B. The Library Service Environment**

Tennessee is home to 301 public library facilities with 188 public library governance units; 83.9% of the governance units operate a single facility. A total of 104 branches are operated by the remaining 16.1% of the library governance units.

The Volunteer State's public libraries are among the least adequately funded in the nation. Statistics for Fiscal Year 2009 (the most recent set of data available for all states), shows that Tennessee ranks 50<sup>th</sup> among the fifty-one states (the District of Columbia is considered to be a state for this purpose) in total operating expenditures per capita. Expenditures for Tennessee public libraries in FY 2009 was only \$18.35 per capita, or only 47.03% of the national average of \$39.02. Only the State of Mississippi reported lower expenditures per capita for public library services.

Despite the funding situation, efforts of Tennessee libraries have been effective. Approximately half of Tennessee's populace holds a valid library card. Tennessee ranks 40<sup>th</sup> among the 51 states in registered borrowers per capita at 0.52. This compares to a national rate of 0.57 registered borrowers per capita. Tennessee's public libraries lag behind their counterparts in most service measures due in large part to inadequate funding. Below is a chart drawn from the Public Libraries Survey<sup>5</sup> that clearly illustrates the challenging situation that confronts the Tennessee State Library and Archives in its efforts to improve the quality of library services available to the State's residents.

<sup>4</sup> U.S. Census Bureau, American Community Survey (ACS) 2006 – 2008 (Released 2010).

<sup>5</sup> 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

Category	Tennessee Rank	Tennessee Measure	National Average
Total operating revenue per capita	50 <sup>th</sup>	\$18.35	\$39.02
Total collection expenditure per capita	50 <sup>th</sup>	\$1.96	\$4.41
Staff expenditure per capita	49 <sup>th</sup>	\$11.63	\$24.53
Paid FTE librarians (with MLS degree from ALA accredited institution) per 25,000 population	49 <sup>th</sup>	1.17	2.77
Registered borrowers per capita	40 <sup>th</sup>	0.52	0.57
Circulation transactions per capita	49 <sup>th</sup>	4.04	8.12
Reference transactions per capita	44 <sup>th</sup>	0.63	1.04
Library visits per capita	48 <sup>th</sup>	3.48	5.35
Print materials per capita	44 <sup>th</sup>	1.90	2.75
Audio materials per 1,000 population	48 <sup>th</sup>	83.18	177.97
Video materials per 1,000 population	49 <sup>th</sup>	87.31	171.20
Current print serial subscriptions per 1,000 population	51 <sup>st</sup>	2.62	5.71
Total paid staff per 25,000 population	51 <sup>st</sup>	7.34	12.14
Public use internet computers per 5,000 population	44 <sup>th</sup>	3.32	3.91
Interlibrary loan received per 1,000 population	44 <sup>th</sup>	15.42	213.37

**Table 1  
Tennessee's Performance on Public Library Measures Compared to Other States**

### **C. Summary of Needs**

- Tennessee's public libraries lack the funding to provide basic library and information resources.
- 47% of Tennessee's children are "at-risk" based on their economic status.
- 183,518 residents of Tennessee are visually impaired.
- Most Tennessee public libraries are managed by staff with little or no formal training in library science.
- A large percentage of Tennessee residents are unemployed or underemployed.
- Most Tennessee libraries lack adequate information technology staff/support.

## **V. Goals**

### **A. Introduction to Goals and Priorities**

The guidelines for the development of the 2013- 2017 LSTA Plans provided to State Library Administrative Agencies by IMLS call for a prioritization of state-level goals. In an effort to be as objective as possible in prioritizing goals, the Tennessee State Library and Archives identified a basic principle that it could apply in examining its efforts. The basic principle applied in prioritizing the goals, based substantially on prevailing fiscal conditions, is the concept of providing the most widespread positive impact possible within a given set of circumstances. In some circumstances, this translates into providing a program that is available to the majority of Tennesseans, such as the Tennessee Electronic Library. In other circumstances, programs were prioritized because they fill a critical need for a substantially underserved minority group, as is the case with the Library for the Blind and Physically Handicapped.

The Tennessee library community affirmed this line of reasoning through its ranking of services on the web-survey conducted as part of the LSTA evaluation. Statewide licensing of databases, materials allocations, and the R.E.A.D.S. download program were all rated very highly. Statewide initiatives that improve basic access to library and information resources have been ranked higher than those that have only local or personal impact. Furthermore, programs and initiatives that directly serve residents have been ranked above those that indirectly impact end-users.

Statewide licensing of online databases clearly ranks highly using the above principle. Although in some cases the impact on individual users is not overt, some databases, such as the LearningExpress Library, specifically address the needs of targeted audiences including at-risk students, immigrants, and job-seekers.

#### IMLS/SLAA Focal Area Framework

Tennessee's 2013 – 2017 LSTA Plan includes three goals that are designed to align directly with three of the six focal areas developed by IMLS in collaboration with state library administrative agencies. Over the course of the last year, IMLS and the SLAAs have been

working to develop a framework for evaluating and reporting the positive outcomes that result from the LSTA Grants to States program. As of June 2012, six focal areas have been identified and results chains have been developed for four. The six focal areas are:

1. Lifelong Learning
2. Employment & Economic Development
3. Human Services
4. Civic Engagement
5. Access to Information
6. Library Capacity Building

TSLA understands that these focal areas and the associated results chains and outcomes are still under development and will undoubtedly be refined. Tennessee's goals have been designed to align with the focal areas in an effort to position the State to take full advantage of the eventual implementation of robust outcome-based assessment of its LSTA program being developed as part of IMLS' "Measuring Success" initiative.

## B. Summary of the Goals

The three State-level goals which directly correspond with three of the six IMLS focal areas are:

*Goal 1: All Tennessee residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.*

*Goal 2: All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.*

*Goal 3: All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21st century library services.*

The following table illustrates the relationship between the State-level goals, the IMLS focal areas, and the programs and initiatives to be implemented under the 2013 – 2017 Plan:

Goal	IMLS Focal Area	Programs/Initiatives
<i>Goal 1: All Tennessee residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.</i>	Information Access	<ul style="list-style-type: none"> <li>• Materials for the Disadvantaged</li> <li>• Tennessee Electronic Library (TEL)</li> <li>• Matching Technology Grants for Public Libraries</li> <li>• Network Services Consultants</li> <li>• Statewide Integrated Library System</li> <li>• Statewide Online Union Catalog</li> <li>• Interloan Assistance</li> <li>• Tennessee Library for the Blind and Physically Handicapped</li> <li>• Courier Service</li> </ul>
<i>Goal 2: All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.</i>	Lifelong Learning	<ul style="list-style-type: none"> <li>• Regional eBook and Audiobook Download System (R.E.A.D.S.)</li> </ul>
<i>Goal 3: All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21st century library services.</i>	Library Capacity Building	<ul style="list-style-type: none"> <li>• Continuing Education Summit</li> <li>• Staff Development</li> <li>• Technology Enhancements for TSLA's Public Library Support System (Regional Libraries and Planning &amp; Development Section)</li> </ul>

**Table 2  
Alignment of Goals, Focal Areas, and Programs/Initiatives**

The section that follows offers details regarding the initiatives under each of the goals. A description of each program is included, as is the identification of which specific needs the program is designed to address, the identification of the LSTA Grants to States priorities the program addresses, and an indication of how progress will be measured. TSLA will also monitor IMLS/SLAA work in developing outcome methods and metrics that may be applicable to this program and will implement those that appear to have the potential for adding insight into the impact that the program has on individuals.



## C. Timelines

The dates given in the tables that follow are preliminary estimates, and may be shifted as local needs dictate.

LSTA Plan Timeline (by Goal)

Goal	Program/Initiative	Action Steps	Estimated Target Date
1	<i>Materials for the Disadvantaged</i>	Provide funding to the Regional Libraries and metropolitan public libraries for the purchasing of materials that serve disadvantaged populations.	ongoing through 2017
		Regional Libraries will track the expenditure of these funds by local public libraries.	ongoing through 2017
		By 2015, TSLA will survey the use of these materials by local public libraries for outreach service and programming.	12/31/15
	<i>Tennessee Electronic Library</i>	Promote TEL usage through flyers, brochures, etc. (2013-2017)	ongoing through 2017
		Monitor usage and modify outreach services, such as lesson plan development, as needed.	ongoing through 2017
		A full range of statistics are maintained including usage by type of library (number of searches) and statistics regarding number of sessions, page-views, etc. are tracked for individual databases.	ongoing through 2017
		Provide training at regional library locations and other sites as requested.	12/31/15
		Develop training materials and support tools.	ongoing through 2017
		User satisfaction will be assessed through the use of web-based and pop-up online surveys that target database users.	12/31/16
	<i>Matching Technology Grants for Public Libraries</i>	Prepare the technology grant application each fiscal year of the plan for submission from the public libraries.	ongoing through 2017
		Provide assistance in submission of the grant application.	ongoing through 2017
		Determine the financial amount that each library will be granted each fiscal year of the plan.	ongoing through 2017
		Evaluate program by tracking the percentage of libraries that apply for the technology grant versus the number that are granted funds. In addition, the grant will be monitored to ensure that items purchased in the grant will adhere to the grant guidelines, and that all equipment is installed.	ongoing through 2017
		TSLA will attempt to reach a target of awarding matching technology grants to 75% of the libraries applying for the assistance during the 2013 – 2017 timeframe covered by the plan.	ongoing through 2017
	<i>Network Services Consultants</i>	Provide on-site leadership and assistance in the development of technology in 225 public libraries.	ongoing through 2017
		Implement a statewide call center with an 800 number to improve technical assistance workflow and to provide timelier response to public library concerns.	8/31/13
		Promote professional-level consultation services through local listservs, during professional library conferences and trustee workshops.	ongoing through 2017
		Evaluate program by requesting public libraries to voluntarily submit a review form to the NSC manager when services are completed by NSC staff.  In addition, staff will submit a monthly status report summarizing their daily activities which will be disseminated to management staff.  Pre- and post-tests will be given to staff attending the annual LIS workshop.  Statistics will be gathered from the call center on calls received, dropped, length of calls, calls in queues, and calls completed.	ongoing through 2017
	<i>Statewide Integrated Library System</i>	Prepare and make readily available via the internet a comprehensive set of training and implementation guidance materials to assist TN libraries in using key features of the statewide ILS.	12/31/14
Provide professional-level technical support, implementation assistance, and other needed services to TN libraries that choose to implement the statewide ILS.		ongoing through 2017	
Promote TSLA-based ILS consultations services through local listservs, Regional Directors meetings, and other Tennessee library events.		ongoing through 2017	
Evaluate initiative by tracking the percentage reduction in libraries operating with a nonsupported ILS or no ILS.  In addition to tracking this reduction percentage, the cost savings for Tennessee libraries that migrate to the statewide ILS through the statewide contract will be tracked as compared to the estimated cost of those libraries to contract for that same product outside the state contract.		ongoing through 2017	

	<p>The usage rates for key features of the statewide ILS product, including patron-initiated ILL and emailing notices, will also be reported.</p> <p>The ILS Administrator will report progress to the Regional Library Directors on a quarterly basis, and will seek feedback on initiative direction from the Directors at that time. Included in these quarterly reports will be the full set of evaluation data for the initiative to date. Feedback given may include remarks from the Regional Directors themselves, or comments from individual local libraries or patrons. This feedback will be carefully used to guide initiative progress, at the discretion of the Director of Regional Libraries.</p> <p>In addition, informal initiative updates will be given to the Regional Library Directors at least once per month, and feedback will be solicited at those times as well. Local libraries and interested citizens will be able to obtain the most recent progress report data at any time from either their Regional Library Director or the ILS Administrator.</p>	
<i>Statewide Online Union Catalog</i>	Provide for a Bibliographic Services Coordinator to maintain the catalog, provide assistance for public libraries, and to monitor resource sharing.	ongoing through 2017
	By 2017, the statewide catalog will hold 85% of the state's public library holdings information.	12/31/17
	By 2015, a minimum of 60% of public libraries will have staff that has been trained in basic cataloging practices.	12/31/15
	Evaluate program by collecting annual statistics on the number of holdings in the catalog.	ongoing through 2017
	In addition, a satisfaction survey will be distributed to public libraries to evaluate the effectiveness of the catalog as a resource and resource sharing as a whole.	
	The evaluation component for this program involves both internal and external measures. Internally, the number of MARC records in the catalog and the number of local library holdings added to the system are tracked. From the local library perspective, measures such as the number of MARC record downloads, the number of sessions, and the number of local holdings added are important.	ongoing through 2017
<i>Interloan Assistance</i>	<p>The value of this program can also be assessed by examining the level of interlibrary loan traffic generated through the system.</p> <p>Provide for two centralized locations to collect and place out-of-state interlibrary loan transactions.</p>	completed as of report submission; continue as set through 2017
	Promote the availability of out-of-state interlibrary loan services to the public libraries.	ongoing through 2017
	Evaluate program by maintaining annual statistics on the number of requests received versus the number of transactions filled. The evaluation of this program includes the number of requests received, the number of interlibrary loans initiated using the GAC, and the number of requests filled.	12/31/14 and 12/31/17
	Distribute a survey to public libraries to evaluate the usage level and overall satisfaction with the service.	
	Cost per transaction is also monitored as is the number of libraries initially placing the requests.	
<i>Tennessee Library for the Blind and Physically Handicapped</i>	From 2013-2017, the LBPH will employ federally funded staff positions as Reader Advisor and Outreach Librarians.	ongoing through 2017
	From 2013-2017, the LBPH will cooperate with the National Library Service for the Blind & Physically Handicapped's 10-Squared Club to recognize 100+ year-old patrons of the Library.	ongoing through 2017
	The LBPH will establish an ad hoc consumer advisory committee, made up of representatives based on geography, disability, etc.	12/31/15
	The number customers of the LBPH will increase by 10% by FY2017.	12/31/17
	The number of large print titles owned by LBPH will increase by 25% by FY2017.	12/31/17
	This program is evaluated using a variety of output measures such as the number of audiotape and digital books circulated, the number of titles downloaded using the BARD program, and the number of registered borrowers.	ongoing through 2017
	Periodic satisfaction surveys are conducted to determine the impact that the program has on participants.	
<i>Courier Service</i>	By 2013, have available a minimum of 2 stops per week in each county of the state, via library governance facilities for 50 weeks out of the calendar year.	12/31/13
	Provide support and assistance for participating libraries in the courier service.	ongoing through 2017
	The evaluation component for this program is still under development; however, the number of interlibrary loan transactions, mean time in transit per loan, and the number of libraries served will all be among the initial measures applied.	ongoing through 2017

		<p>Unit costs will also be tracked to ensure that this service is provided in the most cost-effective way possible.</p> <p>Evaluation of the program will consist of collecting and analyzing interlibrary loan statistics on an annual basis, along with statistics from the service provider on the mean times between libraries for a sample set of transactions.</p> <p>In addition, a cost analysis will be conducted by FY 2015 to compare the cost of the program versus postal shipping of interlibrary loan materials.</p>	
2	<i>Regional eBook and Audiobook Download System</i>	In FY 2012-13, the R.E.A.D.S. materials budget will increase by 70% and will grow at least 10% each year until FY 2016/17.	ongoing through 2017
		In FY 2012-13, R.E.A.D.S. will add a music collection.	12/31/13
		In FY 2013-14, R.E.A.D.S. will add a film collection.	12/31/14
		By 2013-14, R.E.A.D.S. will be promoted to users through a variety of electronic methods, such as email newsletters and social media.	12/31/14
		The program will be evaluated using a variety of output measures including the number of items downloaded, the number of items reserved, the ratio between available items and reserves, and the number of individuals using the service.	12/31/13
		The percentage of total library circulation that is accounted for through the R.E.A.D.S. program will also be tracked.	
		Online surveys will be conducted to ascertain user satisfaction with the service.	
3	<i>Continuing Education Summit</i>	Identify stakeholder agencies involved in supporting or providing library continuing education opportunities, such as TLA, Tenn-Share, the University of Tennessee School of Information Sciences, and the directors of the Tennessee Regional Library System.	12/31/13
		During 2014, using a combination of State and federal funds, plan and conduct the Continuing Education Summit event in a central location, inviting stakeholder agencies.	12/31/14
		During 2015, develop and publish online a CE Summit report, including a core competencies program and five-year training agenda for public libraries.	12/31/15
		Identify stakeholder agencies involved in supporting or providing library continuing education opportunities, such as TLA, Tenn-Share, the University of Tennessee School of Information Sciences and the directors of the Tennessee Regional Library System.	ongoing through 2017
	<i>Staff Development</i>	During 2013, conduct an online survey with staff of Tennessee public libraries to determine their continuing education needs, with a focus on technology and services to the disadvantaged.	12/31/13
		Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.	annually through 2017
		Using the needs survey and the report of the Continuing Education Planning Summit, develop a series of webinars or online classes, to be archived on the TSLA LibGuides site.	ongoing through 2017
		Provide a monthly online calendar of free or inexpensive library-related training events, webinars, and other training resources via the TSLA LibGuides site.	ongoing through 2017
		The nature of the specific staff development activities that are undertaken will be determined by an annual survey that will be distributed to library staff across the State and by the outcome of the Continuing Education Summit described above. Consequently, detailed measures cannot be provided at this time.	ongoing through 2017
		Specific measures related to course/workshop content will be developed to identify the skills development that occurs during the sessions. Eighty percent of pre- and post-tests will be administered to determine what has been learned and follow-up web surveys will track whether the concepts taught are being implemented.	
<i>Technology Enhancements for TSLA's Public Library Support System (Regional Libraries and Planning &amp; Development Section)</i>	Network Services Consultants and Manager will assist the regional library staff and the TSLA Planning and Development staff to develop their annual Information Systems Plans.	ongoing through 2017	
	Monitor the technology horizon and adjust Information Systems Plans as new or useful support technology is identified.	ongoing through 2017	
	Use the state's replacement cycle policy to identify items that need to be replaced each year.	ongoing through 2017	
	Each year, purchase hardware and software replacements or upgrades as identified in the plan.	ongoing through 2017	
	This program will be evaluated by an assessment of the impact that the technological tools have on the efficiency and effectiveness of regional library operations. The methodology used to evaluate this will be based on confirmation that purchases are made in accordance with the Information Systems Plan replacement cycle.	ongoing through 2017	

### LSTA Plan Timeline (by Year)

Year	Goal	Program/Initiative	Action Steps Due
2013	1	<i>Network Services Consultants</i>	Implement a statewide call center with an 800 number to improve technical assistance workflow and to provide timelier response to public library concerns.
		<i>Courier Service</i>	By 2013, have available a minimum of 2 stops per week in each county of the state, via library governance facilities for 50 weeks out of the calendar year.
	2	<i>Regional eBook and Audiobook Download System</i>	In FY 2012-13, R.E.A.D.S. will add a music collection.
			The program will be evaluated using a variety of output measures including the number of items downloaded, the number of items reserved, the ratio between available items and reserves, and the number of individuals using the service.
			The percentage of total library circulation that is accounted for through the R.E.A.D.S. program will also be tracked.
	3	<i>Continuing Education Summit</i>	Online surveys will be conducted to ascertain user satisfaction with the service.
<i>Staff Development</i>		Identify stakeholder agencies involved in supporting or providing library continuing education opportunities, such as TLA, Tenn-Share, the University of Tennessee School of Information Sciences, and the directors of the Tennessee Regional Library System During 2013, conduct an online survey with staff of Tennessee public libraries to determine their continuing education needs, with a focus on technology and services to the disadvantaged. Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.	
2014	1	<i>Statewide Integrated Library System</i>	Prepare and make readily available via the internet a comprehensive set of training and implementation guidance materials to assist TN libraries in using key features of the statewide ILS.
		<i>Interloan Assistance</i>	Evaluate program by maintaining annual statistics on the number of requests received versus the number of transactions filled. The evaluation of this program includes the number of requests received, the number of interlibrary loans initiated using the GAC, and the number of requests filled. Distribute a survey to public libraries to evaluate the usage level and overall satisfaction with the service. Cost per transaction is also monitored as is the number of libraries initially placing the requests.
	2	<i>Regional eBook and Audiobook Download System</i>	In FY 2013-14, R.E.A.D.S. will add a film collection. By 2013-14, R.E.A.D.S. will be promoted to users through a variety of electronic methods, such as email newsletters and social media.
	3	<i>Continuing Education Summit</i>	During 2014, using a combination of State and federal funds, plan and conduct the Continuing Education Summit event in a central location, inviting stakeholder agencies.
		<i>Staff Development</i>	Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.
2015	1	<i>Materials for the Disadvantaged</i>	By 2015, TSLA will survey the use of these materials by local public libraries for outreach service and programming.
		<i>Tennessee Electronic Library</i>	Provide training at regional library locations and other sites as requested.
		<i>Statewide Online Union Catalog</i>	By 2015, a minimum of 60% of public libraries will have staff that has been trained in basic cataloging practices.
		<i>Tennessee Library for the Blind and Physically Handicapped</i>	The LBPH will establish an ad hoc consumer advisory committee, made up of representatives based on geography, disability, etc.
	3	<i>Continuing Education Summit</i>	During 2015, develop and publish online a CE Summit report, including a core competencies program and five-year training agenda for public libraries.
<i>Staff Development</i>		Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.	
2016	1	<i>Tennessee Electronic Library</i>	User satisfaction will be assessed through the use of web-based and pop-up online surveys that target database users.
	3	<i>Staff Development</i>	Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.
2017	1	<i>Statewide Online Union Catalog</i>	By 2017, the statewide catalog will hold 85% of the state's public library holdings information.
		<i>Interloan Assistance</i>	Evaluate program by maintaining annual statistics on the number of requests received versus the number of transactions filled. The evaluation of this program includes the number of requests received, the number of interlibrary loans initiated using the GAC, and the number of requests filled. Distribute a survey to public libraries to evaluate the usage level and overall satisfaction with the service. Cost per transaction is also monitored as is the number of libraries initially placing the requests.

		<i>Tennessee Library for the Blind and Physically Handicapped</i>	<p>The number customers of the LBPH will increase by 10% by FY2017.</p> <p>The number of large print titles owned by LBPH will increase by 25% by FY2017.</p>
	3	<i>Staff Development</i>	Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.
ongoing from 2013-2017	1	<i>Materials for the Disadvantaged</i>	<p>Provide funding to the Regional Libraries and metropolitan public libraries for the purchasing of materials that serve disadvantaged populations.</p> <p>Regional Libraries will track the expenditure of these funds by local public libraries.</p>
		<i>Tennessee Electronic Library</i>	<p>Promote TEL usage through flyers, brochures, etc. (2013-2017)</p> <p>Monitor usage and modify outreach services, such as lesson plan development, as needed.</p> <p>A full range of statistics are maintained including usage by type of library (number of searches) and statistics regarding number of sessions, page-views, etc. are tracked for individual databases.</p> <p>Develop training materials and support tools.</p>
		<i>Matching Technology Grants for Public Libraries</i>	<p>Prepare the technology grant application each fiscal year of the plan for submission from the public libraries.</p> <p>Provide assistance in submission of the grant application.</p> <p>Determine the financial amount that each library will be granted each fiscal year of the plan.</p> <p>Evaluate program by tracking the percentage of libraries that apply for the technology grant versus the number that are granted funds.</p> <p>In addition, the grant will be monitored to ensure that items purchased in the grant will adhere to the grant guidelines, and that all equipment is installed.</p> <p>TSLA will attempt to reach a target of awarding matching technology grants to 75% of the libraries applying for the assistance during the 2013 – 2017 timeframe covered by the plan.</p>
		<i>Network Services Consultants</i>	<p>Provide on-site leadership and assistance in the development of technology in 225 public libraries.</p> <p>Promote professional-level consultation services through local listservs, during professional library conferences and trustee workshops.</p> <p>Evaluate program by requesting public libraries to voluntarily submit a review form to the NSC manager when services are completed by NSC staff.</p> <p>In addition, staff will submit a monthly status report summarizing their daily activities which will be disseminated to management staff.</p> <p>Pre- and post-tests will be given to staff attending the annual LIS workshop.</p> <p>Statistics will be gathered from the call center on calls received, dropped, length of calls, calls in queues, and calls completed.</p>
		<i>Statewide Integrated Library System</i>	<p>Provide professional-level technical support, implementation assistance, and other needed services to TN libraries that choose to implement the statewide ILS.</p> <p>Promote TSLA-based ILS consultations services through local listservs, Regional Directors meetings, and other Tennessee library events.</p> <p>Evaluate initiative by tracking the percentage reduction in libraries operating with a non-supported ILS or no ILS.</p> <p>In addition to tracking this reduction percentage, the cost savings for Tennessee libraries that migrate to the statewide ILS through the statewide contract will be tracked as compared to the estimated cost of those libraries to contract for that same product outside the state contract.</p> <p>The usage rates for key features of the statewide ILS product, including patron-initiated ILL and emailing notices, will also be reported.</p> <p>The ILS Administrator will report progress to the Regional Library Directors on a quarterly basis, and will seek feedback on initiative direction from the Directors at that time. Included in these quarterly reports will be the full set of evaluation data for the initiative to date. Feedback given may include remarks from the Regional Directors themselves, or comments from individual local libraries or patrons. This feedback will be carefully used to guide initiative progress, at the discretion of the Director of Regional Libraries.</p> <p>In addition, informal initiative updates will be given to the Regional Library Directors at least once per month, and feedback will be solicited at those times as well. Local libraries and interested citizens will be able to obtain the most recent progress report data at any time from either their Regional Library Director or the ILS Administrator.</p>
		<i>Statewide Online Union Catalog</i>	<p>Provide for a Bibliographic Services Coordinator to maintain the catalog, provide assistance for public libraries, and to monitor resource sharing.</p> <p>Evaluate program by collecting annual statistics on the number of holdings in the catalog. In addition, a satisfaction survey will be distributed to public libraries to evaluate the effectiveness of the catalog as a resource and resource sharing as a whole.</p> <p>The evaluation component for this program involves both internal and external measures. Internally, the number of MARC records in the catalog and the number of local library holdings added to the system are tracked. From the local library perspective, measures such as the number of MARC record downloads, the number of sessions, and the number of local holdings added are important.</p> <p>The value of this program can also be assessed by examining the level of interlibrary loan traffic</p>

		generated through the system.
	<i>Interloan Assistance</i>	Provide for two centralized locations to collect and place out-of-state interlibrary loan transactions. Promote the availability of out-of-state interlibrary loan services to the public libraries.
	<i>Tennessee Library for the Blind and Physically Handicapped</i>	From 2013-2017, the LBPH will employ federally funded staff positions as Reader Advisor and Outreach Librarians. From 2013-2017, the LBPH will cooperate with the National Library Service for the Blind & Physically Handicapped's 10-Squared Club to recognize 100+ year-old patrons of the Library. This program is evaluated using a variety of output measures such as the number of audiotape and digital books circulated, the number of titles downloaded using the BARD program, and the number of registered borrowers. Periodic satisfaction surveys are conducted to determine the impact that the program has on participants.
	<i>Courier Service</i>	Provide support and assistance for participating libraries in the courier service. The evaluation component for this program is still under development; however, the number of interlibrary loan transactions, mean time in transit per loan, and the number of libraries served will all be among the initial measures applied. Unit costs will also be tracked to ensure that this service is provided in the most cost-effective way possible. Evaluation of the program will consist of collecting and analyzing interlibrary loan statistics on an annual basis, along with statistics from the service provider on the mean times between libraries for a sample set of transactions. In addition, a cost analysis will be conducted by FY 2015 to compare the cost of the program versus postal shipping of interlibrary loan materials.
2	<i>Regional eBook and Audiobook Download System</i>	In FY 2012-13, the R.E.A.D.S. materials budget will increase by 70% and will grow at least 10% each year until FY 2016/17.
3	<i>Continuing Education Summit</i>	Identify stakeholder agencies involved in supporting or providing library continuing education opportunities, such as TLA, Tenn-Share, the University of Tennessee School of Information Sciences and the directors of the Tennessee Regional Library System.
	<i>Staff Development</i>	Using the needs survey and the report of the Continuing Education Planning Summit, develop a series of webinars or online classes, to be archived on the TSLA LibGuides site. Provide a monthly online calendar of free or inexpensive library-related training events, webinars, and other training resources via the TSLA LibGuides site.
		The nature of the specific staff development activities that are undertaken will be determined by an annual survey that will be distributed to library staff across the State and by the outcome of the Continuing Education Summit described above. Consequently, detailed measures cannot be provided at this time.
		Specific measures related to course/workshop content will be developed to identify the skills development that occurs during the sessions. Eighty percent of pre- and post-tests will be administered to determine what has been learned and follow-up web surveys will track whether the concepts taught are being implemented.
<i>Technology Enhancements for TSLA's Public Library Support System (Regional Libraries and Planning &amp; Development Section)</i>	Network Services Consultants and Manager will assist the regional library staff and the TSLA Planning and Development staff to develop their annual Information Systems Plans. Monitor the technology horizon and adjust Information Systems Plans as new or useful support technology is identified. Use the state's replacement cycle policy to identify items that need to be replaced each year. Each year, purchase hardware and software replacements or upgrades as identified in the plan. This program will be evaluated by an assessment of the impact that the technological tools have on the efficiency and effectiveness of regional library operations. The methodology used to evaluate this will be based on confirmation that purchases are made in accordance with the Information Systems Plan replacement cycle.	

## D. Goal and Program/Initiative Details

- Goal 1: All Tennessee residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.**

**Associated IMLS Focal Area: Information Access**

**a) Materials for the Disadvantaged**

*Description of the Program/Initiative:*

The Tennessee State Library and Archives uses LSTA dollars to support the purchase of books and other library materials for local libraries. These materials are selected locally, but ordered centrally. Local libraries are instructed to use their materials allocations to purchase items that meet the need of disadvantaged individuals. In some instances, materials purchased are specifically used for outreach efforts such as services to daycare centers or senior care facilities. At some libraries, particularly those in very small, poor communities, the materials allocations are used to purchase materials that serve the general population.

Need	Goal	Objective	Action Step
Many Tennessee public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	From 2013-2017, at least 95% of Tennessee's public libraries will receive materials that are used to serve disadvantaged populations.	Provide funding to the Regional Libraries and metropolitan public libraries for the purchasing of materials that serve disadvantaged populations.
			Regional Libraries will track the expenditure of these funds by local public libraries.
			By 2015, TSLA will survey the use of these materials by local public libraries for outreach service and programming.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- develop public and private partnerships with other agencies and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills; and
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line.

**b) Tennessee Electronic Library (TEL)**

*Description of the Program/Initiative:*

The Tennessee Electronic Library (TEL) Provide statewide access to licensed, full-text periodicals and reference resources for no charge to the users. The sharing of a statewide electronic library provides access to information for all Tennesseans and promotes lifelong learning. TEL has thousands of full-text periodical and reference sources on a wide variety of topics such as current events, social issues, health information, reading suggestions, career assistance, and much more. TEL has been in existence since 1999, and receives over 30 million searches per year. It is available to anyone in Tennessee from any Internet-connected device, and helps lessen the impact of low local public library funding throughout Tennessee.

Need	Goal	Objective	Action Step
Tennessee's public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	TEL usage will increase 10% each year from 2013-2017.	Promote TEL usage through flyers, brochures, etc. (2013-2017)
			Monitor usage and modify outreach services, such as lesson plan development, as needed.
		80% of TEL workshop participants surveyed will indicate positive benefits from the training.	A full range of statistics are maintained including usage by type of library (number of searches) and statistics regarding number of sessions, page-views, etc. are tracked for individual databases.
			Provide training at regional library locations and other sites as requested.
			Develop training materials and support tools.

		90% of TEL users surveyed will indicate positive benefits from TEL.	User satisfaction will be assessed through the use of web-based and pop-up online surveys that target database users.
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*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**c) Matching Technology Grants for Public Libraries**

*Description of the Program/Initiative:*

Matching technology grants provide a means by which public libraries, regardless of size or funding level, can replace computer hardware, software, and networking equipment. The matching technology grants allow libraries to stay current and to expand the technology they can offer their patrons.

This program is especially important at this time because the computers that were initially provided through the Bill and Melinda Gates Foundation are rapidly becoming outdated. Many libraries do not have sufficient local funding to replace the Gates' computers. The matching technology grants enable these libraries to stretch their local funds to offer an essential service to the public.

Need	Goal	Objective	Action Step
Many Tennessee's public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	For Fiscal Years 2013 – 2017, provide a 50/50 matching technology grant for public libraries across Tennessee for hardware, software, and networking in order for public libraries to have up-to-date technology available to library staff and the general public.	Prepare the technology grant application each fiscal year of the plan for submission from the public libraries.
		Tennessee's target for 2017 is to reach and surpass the 1 computer: 1,000 population ratio.	Provide assistance in submission of the grant application.  Determine the financial amount that each library will be granted each fiscal year of the plan.  Evaluate program by tracking the percentage of libraries that apply for the technology grant versus the number that are granted funds.  In addition, the grant will be monitored to ensure that items purchased in the grant will adhere to the grant guidelines, and that all equipment is installed.
			TSLA will attempt to reach a target of awarding matching technology grants to 75% of the libraries applying for the assistance during the 2013 – 2017 timeframe covered by the plan.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line; and



- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**d) Network Services Consultants (NSC)**

*Description of the Program/Initiative:*

The Network Services staff provides free technical leadership and performs information systems technical support work of advanced difficulty for public libraries and Tennessee State Library and Archives. The Network Services Manager and four Network Services Consultants (NSCs) 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.

Need	Goal	Objective	Action Step
Most TN libraries lack adequate information technology staff/support.	All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	For fiscal years 2013 – 2017, this program will successfully resolve 90% of all computer concerns/issues within one week of the initial request for assistance.	Provide on-site leadership and assistance in the development of technology in 225 public libraries.
			Implement a statewide call center with an 800 number to improve technical assistance workflow and to provide timelier response to public library concerns.
			Promote professional-level consultation services through local listservs, during professional library conferences, and trustee workshops.
			Evaluate program by requesting public libraries to voluntarily submit a review form to the NSC manager when services are completed by NSC staff.
			In addition, staff will submit a monthly status report summarizing their daily activities which will be disseminated to management staff.
Pre- and post-tests will be given to staff attending the annual LIS workshop.			
Statistics will be gathered from the call center on calls received, dropped, length of calls, calls in queues, and calls completed.			

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**e) Statewide Integrated Library System**

*Description of the Program/Initiative:*

The statewide integrated library system (ILS) initiative provides unparalleled access to a high-quality, flexible ILS through a statewide contract that substantially reduces the cost of migration, training, and annual maintenance associated with library automation. In addition, local libraries avoid the need to conduct a time-intensive, redundant system selection and bid process.

To ensure that participating local libraries are able to leverage all the features of the ILS to the fullest extent, professional support and ongoing training are provided at the State level. Federal funds are used in tandem with State and local funds to cover the startup costs for local libraries to migrate to the statewide ILS. In the first round of participation in this initiative, 25 Tennessee public libraries completed basic implementation of the statewide ILS in April 2012. Another 29 libraries will be added to the system before the first project year ends. Continuing this initiative will allow a steady movement from obsolete (and in some cases absent) automation systems to a more efficient, web-accessible system at the lowest possible cost.

Despite the massive impact that a library's ILS has on patron service and access to materials, libraries nationwide are struggling to maintain an effective ILS due to escalating support costs and shrinking budgets. Small public libraries are especially vulnerable to having their well-intentioned service ambitions handicapped by obsolete software. Yet, these same small public libraries have a compelling need to leverage the efficiencies of a sophisticated ILS to provide the technologically advanced services their patrons expect. An efficient ILS is critical to providing essential community support, especially during tough economic times. A fiscally sustainable approach to ILS provision and maintenance is to utilize the purchasing power of a consortium to contract with an ILS vendor<sup>6</sup>, which the State of Tennessee accomplished in late 2011.

Need	Goal	Objective	Action Step
<p>Most TN libraries lack adequate information technology staff/support.</p>	<p>All TN residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21st century library services.</p>	<p>By 2017, this initiative will reduce the number of TN libraries operating with either a nonsupported ILS or no automation system at all by 25%. This reduction will include both libraries migrating to the statewide ILS and libraries migrating to any other ILS.</p>	<p>Prepare and make readily available via the internet a comprehensive set of training and implementation guidance materials to assist TN libraries in using key features of the statewide ILS.</p> <p>Provide professional-level technical support, implementation assistance, and other needed services to TN libraries that choose to implement the statewide ILS.</p> <p>Promote TSLA-based ILS consultations services through local listservs, Regional Directors meetings, and other Tennessee library events.</p> <p>Evaluate initiative by tracking the percentage reduction in libraries operating with a nonsupported ILS or no ILS.</p> <p>In addition to tracking this reduction percentage, the cost savings for Tennessee libraries that migrate to the statewide ILS through the statewide contract will be tracked as compared to the estimated cost of those libraries to contract for that same product outside the state contract.</p> <p>The usage rates for key features of the statewide ILS product, including patron-initiated ILL and emailing notices, will also be reported.</p> <p>The ILS Administrator will report progress to the Regional Library Directors on a quarterly basis, and will seek feedback on initiative direction from the Directors at that time. Included in these quarterly reports will be the full set of evaluation data for the initiative to date. Feedback given may include remarks from the Regional Directors themselves, or comments from individual local libraries or patrons. This feedback will be carefully used to guide initiative progress, at the discretion of the Director of Regional Libraries.</p> <p>In addition, informal initiative updates will be given to the Regional Library Directors at least once per month, and feedback will be solicited at those times as well. Local libraries and interested citizens will be able to obtain the most recent progress report data at any time from either their Regional Library Director or the ILS Administrator.</p>

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

<sup>6</sup> Breeding, Marshal. "Lowering the threshold for automation in small libraries: successful technology implementations most often involve a partnership between a library and an external support organization." *Computers in Libraries* Apr. 2012: 23+. General Reference Center GOLD. Web. 15 June 2012.

**f) Statewide Online Union Catalog**

*Description of the Program/Initiative:*

Tennessee’s statewide online catalog contains the holdings of all public libraries in the state and enables electronic access to the holdings of several academic libraries as well. The union catalog provides a quality cataloging resource without direct cost to libraries and also serves as the State’s interlibrary loan system. This system handles over 60,000 interlibrary loan transactions each year. For those requests that cannot be filled within the state, OCLC nationwide searching is available for public libraries through two regional centers.

Need	Goal	Objective	Action Step
<p>Tennessee’s public libraries lack the funding to provide basic library and information resources.</p>	<p>All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.</p>	<p>For Fiscal Years 2013 – 2017, provide a statewide catalog of the holdings of all public libraries in Tennessee, with electronic access to the holdings of several academic libraries. This catalog will promote resource sharing by providing a vehicle for interlibrary loan transactions.</p>	<p>Provide for a Bibliographic Services Coordinator to maintain the catalog, provide assistance for public libraries, and to monitor resource sharing.</p>
			<p>By 2017, the statewide catalog will hold 85% of the state’s public library holdings information.</p>
			<p>By 2015, a minimum of 60% of public libraries will have staff that has been trained in basic cataloging practices.</p>
			<p>Evaluate program by collecting annual statistics on the number of holdings in the catalog.</p>
			<p>In addition, a satisfaction survey will be distributed to public libraries to evaluate the effectiveness of the catalog as a resource and resource sharing as a whole.</p>
			<p>The evaluation component for this program involves both internal and external measures. Internally, the number of MARC records in the catalog and the number of local library holdings added to the system are tracked. From the local library perspective, measures such as the number of MARC record downloads, the number of sessions, and the number of local holdings added are important.</p> <p>The value of this program can also be assessed by examining the level of interlibrary loan traffic generated through the system.</p>

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals’ needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- develop public and private partnerships with other agencies and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**g) Interloan Assistance**

*Description of the Program/Initiative:*

A small amount of LSTA funding is used to facilitate interlibrary loan requests that cannot be filled within the statewide online union catalog. Requests falling into this category are referred to two regional centers that use OCLC’s Group Access Capability (GAC) to identify potential loaning libraries and to initiate requests.

Need	Goal	Objective	Action Step
Many Tennessee's public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	Increase the use of interloan assistance by a minimum 10% by 2016.	Provide for two centralized locations to collect and place out-of-state interlibrary loan transactions.
			Promote the availability of out-of-state interlibrary loan services to the public libraries.
			Evaluate program by maintaining annual statistics on the number of requests received versus the number of transactions filled. The evaluation of this program includes the number of requests received, the number of interlibrary loans initiated using the GAC, and the number of requests filled.  Distribute a survey to public libraries to evaluate the usage level and overall satisfaction with the service.  Cost per transaction is also monitored as is the number of libraries initially placing the requests.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; and
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

**h) Tennessee Library for the Blind and Physically Handicapped**

*Description of the Program/Initiative:*

Tennessee's Library for the Blind and Physically Handicapped (TNLBPH) is an affiliate of the National Library Service for the Blind and Physically Handicapped, a unit of the Library of Congress. TNLBPH provides public library service for any resident of Tennessee of any age who has a physical disability that prevents that individual from using standard print resources. This includes persons who are blind, persons who have low vision, persons who may have perfect vision but have difficulty holding a book or turning pages due to manual dexterity problems, and persons diagnosed with reading disabilities.

Materials provided through the program include braille, audio (and the equipment required to play them), and large print books and magazines. Materials are delivered to and returned from the registered person via the U.S. Postal Service's "Free Matter for the Blind and Physically Handicapped Persons" mailing privilege.

This service has changed significantly in recent years due to the introduction of digital formats for audio books. Physical digital books, which use flash media technology, and the addition of the BARD (Braille and Audio Reading Download) service have transformed the program. The TNLBPH provides readers' advisory services, processes requests for physical materials, distributes braille, large print, audio books, and magazines and players, and administers the downloading website.

Need	Goal	Objective	Action Step
183,518 residents of Tennessee are visually impaired.	All TN residents will be able to locate and access library and information resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources and electronic networks.	By 2017, the quality of life for Tennesseans with print disabilities will be enhanced through the provision of specially formatted library materials.	From 2013-2017, the LBPH will employ federally funded staff positions as Reader Advisor and Outreach Librarians.
			From 2013-2017, the LBPH will cooperate with the National Library Service for the Blind & Physically Handicapped's 10-Squared Club to recognize 100+ year-old patrons of the Library.
			The LBPH will establish an ad hoc consumer advisory committee, made up of representatives based on geography, disability, etc.
			The number customers of the LBPH will increase by 10% by FY2017.
			The number of large print titles owned by LBPH will increase by 25% by FY2017.
			This program is evaluated using a variety of output measures such as the number of audiotape and digital books circulated, the number of titles downloaded using the BARD program, and the number of registered borrowers.  Periodic satisfaction surveys are conducted to determine the impact that the program has on participants.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**i) Courier Service**

*Description of the Program/Initiative:*

Tennessee has taken the first steps down a new path to enhanced resource sharing. A statewide courier service, which is in the process of being created, will support interlibrary loan and document delivery for Tennessee libraries of all types regardless of location. While small regional couriers have served some libraries in the past, this is the first time that a library delivery service will reach each county in the State.

In the past, many libraries have relied heavily on the postal service for delivery. Preparation and packaging costs in addition to postal fees made resource sharing cost-prohibitive for many libraries and discouraged the use of interlibrary loan as a way to acquire materials for local patrons.

The courier service, along with other resource sharing initiatives such as the statewide online union catalog and the statewide integrated library system, will create an environment in which usage of interlibrary loan and resource sharing mechanisms of all types will grow.

Need	Goal	Objective	Action Step
Tennessee's public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will be able to locate and access library and information services and resources that are relevant to their lives through the provision of traditional reading materials, non-print media, online and downloadable resources, and electronic networks.	Provide for a physical courier service for material delivery. This service will increase interlibrary loan usage by 10% per year of the plan.	By 2013, have available a minimum of 2 stops per week in each county of the state, via library governance facilities, for 50 weeks out of the calendar year.
			Provide support and assistance for participating libraries in the courier service.
			The evaluation component for this program is still under development; however, the number of interlibrary loan transactions, mean time in transit per loan, and the number of libraries served will all be among the initial measures applied.
			Unit costs will also be tracked to ensure that this service is provided in the most cost-effective way possible.
			Evaluation of the program will consist of collecting and analyzing interlibrary loan statistics on an annual basis, along with statistics from the service provider on the mean times between libraries for a sample set of transactions.
			In addition, a cost analysis will be conducted by FY 2015 to compare the cost of the program versus postal shipping of interlibrary loan materials.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills; and
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services.

**2. Goal 2: All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.**

**Associated IMLS Focal Area: Lifelong Learning**

**a) R.E.A.D.S. (Regional eBook and Audiobook Download System)**

*Description of the Program/Initiative:*

The Regional eBook and Audiobook Download System uses LSTA funds to leverage the purchasing power available to license downloadable content. In most instances, content available through the R.E.A.D.S. program represents the only downloadable content available through the libraries. The program is managed through the Tennessee Regional Library System.

Need	Goal	Objective	Action Steps
Tennessee's public libraries lack the funding to provide basic library and information resources.	All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.	By 2017, patrons of libraries participating in the Tennessee Regional Library System will have access to a collection of digital audio, ebook, music, and film titles that has grown by 50% and will increase their usage of this collection by 75%.	In FY 2012-13, the R.E.A.D.S. materials budget will increase by 70% and will grow at least 10% each year until FY 2016/17.
			In FY 2012-13, R.E.A.D.S. will add a music collection.
			In FY 2013-14, R.E.A.D.S. will add a film collection.
			By 2013-14, R.E.A.D.S. will be promoted to users through a variety of electronic methods, such as email newsletters and social media.
			<p>The program will be evaluated using a variety of output measures including the number of items downloaded, the number of items reserved, the ratio between available items and reserves, and the number of individuals using the service.</p> <p>The percentage of total library circulation that is accounted for through the R.E.A.D.S. program will also be tracked.</p> <p>Online surveys will be conducted to ascertain user satisfaction with the service.</p>

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, and to individuals with limited functional literacy or information skills;
- target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**3. Goal 3: All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21<sup>st</sup> century library services.**

**Associated IMLS Focal Area: Library Capacity Building**

**a) Continuing Education Summit**

*Description of the Program/Initiative:*

The Tennessee State Library and Archives convened a highly successful library continuing education summit in 2008. Participants included a wide variety of stakeholders from organizations with interest in topics related to library staff development. Among the participants were regional library directors, participants from Tennessee's metropolitan libraries, representatives from the State Library Association, academic libraries, etc.

The 2008 Summit was instrumental in identifying training needs and determining how these needs could best be addressed. LSTA dollars will be used to convene a new CE Summit to reexamine both library staff development needs and the organizations and mechanisms (including online and other technological tools) that can be used to effectively meet the training and education needs of Tennessee's library workers.

Need	Goal	Objective	Action Step
Most Tennessee public libraries are managed by staff with little or no formal training in library science.	All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21 <sup>st</sup> century library services.	By 2015, the Tennessee State Library and Archives will host a Continuing Education Planning Summit, partnering with other Tennessee library stakeholders to develop a core competencies program and five-year training agenda for public libraries.	Identify stakeholder agencies involved in supporting or providing library continuing education opportunities, such as TLA, Tenn-Share, the University of Tennessee School of Information Sciences, and the directors of the Tennessee Regional Library System.
			During 2014, using a combination of State and federal funds, plan and conduct the Continuing Education Summit event in a central location, inviting stakeholder agencies.
			During 2015, develop and publish online a CE Summit report, including a core competencies program and five-year training agenda for public libraries.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;
- enhance efforts to recruit future professionals to the field of library and information services;
- develop public and private partnerships with other agencies and community-based organizations; and
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks.

**b) Staff Development**

*Description of the Program/Initiative:*

LSTA funding has been used in the past to support highly targeted continuing education programs related to the LSTA priorities. The expansion of the wording of the LSTA Grants to States priorities will have the impact of broadening the scope of training activities for which LSTA funds will be used. The CE Summit described earlier will be used to help refine the appropriate role of LSTA for supporting staff development. However, it is anticipated that Tennessee will continue to build on its success in offering in-person and online and other virtual learning opportunities to library staff.

Need	Goal	Objective	Action Step
Most Tennessee public libraries are managed by staff with little or no formal training in library science.	All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills, and competencies needed to offer high-quality 21 <sup>st</sup> century library services.	TSLA and its regional library system will provide a core competencies-based continuing education program for regional and public library staff and trustees that addresses the needs of the 21 <sup>st</sup> century library environment.	During 2013, conduct an online survey with staff of Tennessee public libraries to determine their continuing education needs, with a focus on technology and services to the disadvantaged.
			Using the needs survey and the report of the Continuing Education Planning Summit, plan, coordinate, and host a major training event annually for public libraries, with a nationally-recognized speaker.
			Using the needs survey and the report of the Continuing Education Planning Summit, develop a series of webinars or online classes, to be archived on the TSLA LibGuides site.
			Provide a monthly online calendar of free or inexpensive library-related training events, webinars, and other training resources via the TSLA LibGuides site.
			The nature of the specific staff development activities that are undertaken will be determined by an annual survey that will be distributed to library staff across the State and by the outcome of the Continuing Education Summit described above. Consequently, detailed measures cannot be provided at this time.
			Specific measures related to course/workshop content will be developed to identify the skills development that occurs

			during the sessions. Eighty percent of pre- and post-tests will be administered to determine what has been learned and follow-up web surveys will track whether the concepts taught are being implemented.
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*LSTA Grants to States Priorities addressed by Program/Initiative:*

- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;
- enhance efforts to recruit future professionals to the field of library and information services; and
- develop public and private partnerships with other agencies and community-based organizations.

**c) Technology Enhancements for TSLA’s Public Library Support System (Regional Libraries and Planning & Development Section)**

*Description of the Program/Initiative:*

A small amount of LSTA funding will be used to ensure that TSLA's public library support system, including the regional libraries and the TSLA Planning and Development Section, has the technology needed to deliver high-quality support services to local libraries statewide. This includes the maintenance of existing hardware, software and other network devices as well as upgrades to these systems. The range of duties assigned to the regional libraries has recently changed as a result of a restructuring/reinvention process. Most regional libraries now serve a larger physical area with more libraries, and have been given a greater role to play in the area of staff development. These changes may require the utilization of new technologies to achieve maximum efficiency.

Need	Goal	Objectives	Action Step
Most Tennessee public libraries are small and lack adequate information technology staff/support.	All Tennessee residents will benefit from enhanced library and information services because library staff members have the knowledge, skills and competencies needed to offer high-quality 21 <sup>st</sup> century library services	Each year, at least 50% of library technology needs outlined in the Information Systems Plans for the regional libraries and the Planning and Development staff of TSLA will be purchased with LSTA funds.	Network Services Consultants and Manager will assist the regional library staff and the TSLA Planning and Development staff to develop their annual Information Systems Plans.
			Monitor the technology horizon and adjust Information Systems Plans as new or useful support technology is identified.
			Use the state's replacement cycle policy to identify items that need to be replaced each year.
			Each year, purchase hardware and software replacements or upgrades as identified in the plan.
			This program will be evaluated by an assessment of the impact that the technological tools have on the efficiency and effectiveness of regional library operations. The methodology used to evaluate this will be based on confirmation that purchases are made in accordance with the Information Systems Plan replacement cycle.

*LSTA Grants to States Priorities addressed by Program/Initiative:*

- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities for the purpose of improving the quality of and access to library and information services;
- provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services;
- develop library services that provide all users access to information through local, state, regional, national, and international collaborations and networks; and
- carry out other activities consistent with the purposes set forth in section 9121, as described in the SLAA's plan.

**VI. Coordination Efforts**

TSLA collaborates closely with numerous partners to carry out program initiatives. The Tennessee Electronic Library staff works closely with the Department of Education, school librarians, and higher education institutions across the state to promote its resources. Regional Library directors meet regularly with local library boards and consult with city and county officials about library issues. The



TSLA administration works closely with the Secretary of State's office to meet the information needs of legislators, answer their questions regarding local library issues, and assist in drafting library-related legislation.

TSLA partners with state agencies such as the Department of Economic and Community Development and the Comptroller of the Treasury to provide grants to local libraries. The Department of Education and Department of Health and Human Services have been supportive of TEL, spreading the word about the available resources and providing opportunities for distribution of promotional items. On the national level, TSLA has worked with the Department of Agriculture to implement rural library computer labs and with the National Parks Service and the National Historic Preservation and Records Commission on history-related projects. TSLA also partners with non-profit organizations such as United Way of Tennessee and their "Raise Your Hand" volunteer effort. The TLBPH works with the state's rehabilitation agency, Services for the Blind, the Tennessee School for the Blind, and with various consumer groups, public libraries, and public and private schools to increase awareness of availability and eligibility for the LBPH service.

## **VII. Evaluation Plan**

The Tennessee State Library and Archives has been following the IMLS "Measuring Success" initiative with interest and Director for Stones River Regional Library, Betty Jo Jarvis, has been involved in one of the working groups. In developing its goals for the 2013 – 2017 LSTA Plan, TSLA reviewed current and potential programs and has made a concerted effort to align the Plan with the focal areas identified by IMLS in collaboration with State Library Administrative Agencies throughout the nation. TSLA also reviewed the results chains that are under development in an effort to determine how the emerging evaluation mechanisms can be applied to the program assessment that will take place under the 2013 – 2017 Plan.

This alignment of the Plan's goals and activities with the IMLS focal areas and the review of the emerging results chains should enable TSLA to implement many of the metrics that will be developed by IMLS and the SLAAs in the coming months.

TSLA will continue to actively collect input and output data related to its LSTA programs, making use of baseline data collected and reported in the 2008 – 2012 LSTA Plan as a starting point in its evaluation efforts. This input and output data, coupled with the more robust metrics that are being developed by IMLS and the SLAAs, will result in a high-quality evaluation component that tracks both project activity and the benefits received by individuals.

## **VIII. Stakeholder Involvement**

A planning committee consisting of the State Librarian and Archivist, Assistant State Librarian, Director of Regional Libraries, Director of the Tennessee Library for the Blind and the Physically Handicapped, Director of the Buffalo River Regional Library, and members of the Planning and Development staff contributed time and energies to modifying a plan drafted by Himmel & Wilson Consultants.

The Office of the Secretary of State will oversee the implementation of the Five-Year Plan programs within state and federal guidelines. The Tennessee State Library and Archives will ensure that the execution of the Plan is coordinated with the priorities established for the Tennessee State Library and Archives. TSLA will facilitate additional stakeholder involvement in the implementation of the Five Year Plan as it develops, implements, and analyzes surveys and focus groups related to specific areas of the Plan. The Tennessee Advisory Council on Libraries and other library advocacy groups will be called upon to periodically review the Plan and review current grant initiatives throughout the five year period.

## **IX. Communications**

The Five Year Plan as approved by the Institute of Museum and Library Services will be posted on the Tennessee State Library and Archives website. An email including a link to the Plan will be sent to statewide library listservs and to other interested parties, including members of the Tennessee Advisory Council on Libraries.

At regular intervals during the five years covered by the Plan, the members of the State's Advisory Council on Libraries will review it for feedback and any proposed changes. Any substantive changes to the Plan will be submitted to IMLS according to IMLS guidelines and to appropriate stakeholders for their review.

The achievements of the Five Year plan will be publicized through State library website postings as well as letters and email to key Tennessee legislators. News releases, newspaper stories, the sharing of digital photographs related to LSTA-funded projects, and presentations to meetings of stakeholders will also be used to inform the public and the library community of LSTA-funded activities. Information regarding LSTA-funded efforts will also be included in TSLA's Annual Report.

## **X. Monitoring**

The State Library and Archives' Assistant State Librarian for Administration will exercise the financial controls necessary to appropriately monitor the expenditure of grant funds.

The Planning and Development Division of TSLA will manage the continual tracking of initiatives and projects implemented under the 2013 - 2017 LSTA Plan. Monitoring will include on-site visits, conducting and analyzing pre-tests and post-tests, conducting focus groups and surveys, requiring and reviewing status reports, and other means of ongoing evaluation. Key State Library staff will be trained in outcome-based evaluation techniques and will work closely with the Institute of Museum and Library Services to implement outcome measures that are developed through the "Measuring Success" initiative.

Progress toward the goals outlined in the Plan will be reviewed regularly by the Tennessee Advisory Council on Libraries and by the Office of the Tennessee Secretary of State. Any necessary corrective action will be overseen by the State Librarian and Archivist in conjunction with recommendations by the Secretary of State's office and IMLS guidelines.

## **XI. Assurances**

The following required certifications and assurances are attached to this Plan:

- Program Assurances for 2013 Grant Award (includes Internet Safety Assurance and compliance with the Trafficking in Persons requirement)
- Certifications Regarding: Nondiscrimination; Debarment and Suspension; Drug-Free Workplace; Federal Debt Status; and Lobbying
- Assurances of Non-Construction Programs
- State Legal Officer's Certification of Authorized Certifying Official
- Reporting Sub-awards and Executive Compensation
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries