

**TENNESSEE STATE LIBRARY AND ARCHIVES
LIBRARY SERVICES AND TECHNOLOGY ACT PLAN
2018 – 2022**

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Submitted June 30, 2017

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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) 2018 through FFY 2022. 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.**
- **191,565 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 to meet demand.**

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 have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.*

Goal 2: *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 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 6.7 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 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 surveys 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 2016 population of 6,651,194, is the sixteenth most populous state in the nation. Meanwhile Tennessee's population continues to grow. The U.S. Census Bureau estimates the population increased by 1.04% within the past six years.

The population breakdown by age in Tennessee closely mirrors national norms. More than six percent (6.1%) 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 22.6% of the state total. The national percentage for this group is 22.8%. Tennessee's populace is only slightly older than the national norm. More than fifteen percent (15.7%) of the state's population is 65 or over, compared to 15.2% nationally.

At 41,200 square miles in size, Tennessee ranks 34th 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 (35%) of the state's population resides in twelve 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, 53 of the 95 counties have populations less than 35,000. Twelve of these counties are home to fewer than 12,000 people.

The U.S. Census Bureau reports that 78.7% of Tennessee's population is White. This compares to a national norm of 76.9%. Tennessee's Black or African-American population also accounts for a higher percentage of the population than the national average. Over seventeen percent (17.1%) of Tennessee's population is Black or African-American, which is considerably higher than the national average of 13.3%.

Nevertheless, taken as a whole, Tennessee's population is less diverse than most other states. The Volunteer State's Asian population is 1.8% compared to a national average of 5.7%. Individuals of all races describing themselves as being Hispanic or Latino in origin total 5.2% of the population, compared to a national norm of 17.8%. Less than five percent (4.8%) is foreign born and languages other than English are spoken in the homes of only 6.9% of the state's population. Both of these measures are considerably lower than national norms (13.2% foreign-born and 21% living in homes in which languages other than English are spoken).

Data from the 2009-2013 American Community Survey (ACS) which was conducted by the U.S. Census Bureau and was released in 2010, shows that more than 168,938 Tennessee residents over the age of 5 indicate that they speak English less than "very well." More than half of this total 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 strengthening national economy has had a positive impact on Tennessee's job market. The U.S. Bureau of Labor Statistics reported that the state's unemployment rate in May 2017 was 4%, slightly below the national average of 4.3%. However, it is important to note that unemployment rates vary tremendously by region. The unemployment rate in May 2017 varied from 2% in some counties to 5.1% in others. More than 266,000 Tennessee residents are unemployed.

Tennessee is among the poorest U.S. states. In 2016, 16.7% 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 13.5% for the same period. That translates into Tennessee being the 12th poorest state in the nation. In the Memphis area, the poverty rate exceeds 20%.

According to the National Center for Children in Poverty at Columbia University, the situation is particularly dire for children in Tennessee. For 2014, the federal poverty level was \$24,008 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 (370,491) children in Tennessee come from families with incomes below the poverty line. Another 345,456 children come from low income families. This means that 47.6% of Tennessee's children are "at-risk" based on their economic status.

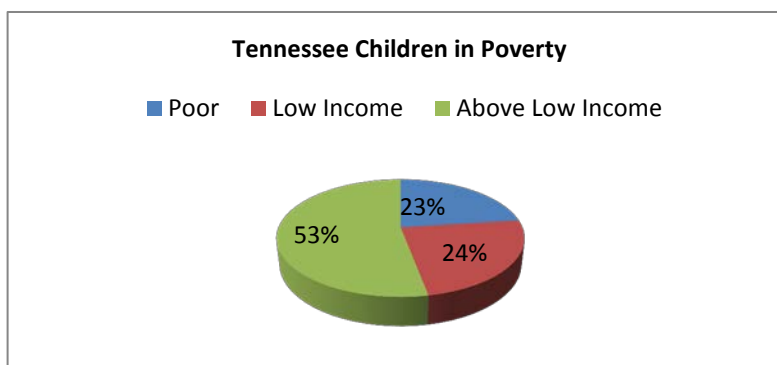


Chart 1
Tennessee Children in Poverty

The 2015 American Community Survey also indicates that over fifteen percent (15.5%) of Tennessee’s population has limitations due to a disabling condition¹. This statistic is considerably above the national norm of 12.6%.

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, 1.0% 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 5.7%, compared to 5.4% nationally.

The gap between national disabilities rates and Tennessee’s measures grows among older populations. More than thirteen percent (13.7%) of working-age adults (ages 18 – 64) live with a disability compared to 10.3% nationally. The disability rate among the senior population is extremely high at 39.6% compared to the national norm of 35.4%.

All told, the ACS reveals that 1,008,783 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 250,752 Tennessee residents aged 65 and older are limited in their mobility. Over seventy-thousand (78,486) 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 203,368.

B. The Library Service Environment

Tennessee is home to 288 public library facilities with 186 public library governance units; 83.9% of the governance units operate a single facility. A total of 99 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 2014 (the most recent set of data available for all states), shows that Tennessee ranks 50th 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 2014 was only \$17.70 per capita, or only 45% of the national average of \$39.34. 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 34th among the 51 states in registered borrowers per capita at 0.53. This compares to a national rate of 0.56 registered borrowers per capita. Tennessee’s public libraries lag behind their counterparts in most service measures due in large part to inadequate funding. Below are charts from the Public Libraries Survey² that clearly illustrate 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.

Category	Tennessee Rank	Tennessee Measure	National Average
Total operating revenue per capita	50	\$17.70	\$39.34
Total collection expenditure per capita	48	\$2.24	\$4.16
Staff expenditure per capita	50	\$11.47	\$24.76
Paid FTE librarians (with MLS degree from ALA	51	1.03	2.62

¹ U.S. Census Bureau, American Community Survey (ACS) 2015.

² *Public Libraries Survey: 2009 and 2014*. Institute of Museum and Library Services. Washington, DC

accredited institution) per 25,000 population			
Registered borrowers per capita	34	0.53	0.56
Circulation transactions per capita	48	4.13	7.54
Reference transactions per capita (no longer included in Supplementary Tables as of 2011)			
Library visits per capita	48	3.08	4.64
Print materials per capita	43	1.86	2.5
Audio materials per 1,000 population	44	93.71	148.45
Video materials per 1,000 population	46	116.09	200.9
Current print serial subscriptions per 1,000 population	50	1.88	4.47
Total paid staff per 25,000 population	49	7.17	11.29
Public use internet computers per 5,000 population	43	3.98	4.66
Interlibrary loan received per 1,000 population	42	17.88	229.45

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

Category	Tennessee Measure	Tennessee Measure	Change
	2009	2014	
Total operating revenue per capita	\$18.35	\$17.70	-3.54%
Total collection expenditure per capita	\$1.96	\$2.24	14.29%
Staff expenditure per capita	\$11.63	\$11.47	-1.38%
Paid FTE librarians (with MLS degree from ALA accredited institution) per 25,000 population	1.17	1.03	-11.97%
Registered borrowers per capita	0.52	0.53	1.92%
Circulation transactions per capita	4.04	4.13	2.23%
Reference transactions per capita (no longer included in Supplementary Tables as of 2011)	0.63		
Library visits per capita	3.48	3.08	-11.49%
Print materials per capita	1.90	1.86	-2.11%
Audio materials per 1,000 population	83.18	93.71	12.66%
Video materials per 1,000 population	87.31	116.09	32.96%
Current print serial subscriptions per 1,000 population	2.62	1.88	-28.24%
Total paid staff per 25,000 population	7.34	7.17	-2.32%
Public use internet computers per 5,000 population	3.32	3.98	19.88%
Interlibrary loan received per 1,000 population	15.42	17.88	15.95%

**Table 2
Tennessee's Performance on Public Library Measures, Change from 2009 to 2014**

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.
- 191,565 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 to meet demand.

V. Goals

A. Introduction to Goals and Priorities

The guidelines for the development of the 2018- 2022 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. This principle has been heavily influenced by prevailing fiscal conditions. The basic principle applied in prioritizing the goals is the utilitarian tenet of “the greatest good for the greatest number of people.”

The Tennessee library community affirmed this line of reasoning through its ranking of services conducted as part of the LSTA evaluation. Statewide licensing of databases, R.E.A.D.S. download program, technology grants and technical support 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 and might be seen as somewhat distant from impacts on individual users. However, some databases, such as the LearningExpress Library, address the needs of targeted audiences including at-risk students, immigrants, and job-seekers. The Tennessee Library for the Blind and Physically Handicapped also serves a specific targeted audience.

IMLS/SLAA Focal Area Framework

Tennessee’s 2018 – 2022 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. 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. The six focal areas are:

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

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 have the reading skills, information resources, and library services needed to succeed in school, at work, and in their daily lives.*

Goal 2: *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 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 table on page 17 illustrates the relationship between the State-level goals, the IMLS focal areas, and the programs and initiatives to be implemented under the 2018 – 2022 Plan.

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. Goal and Project Details

- Goal 1: 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) Tennessee Electronic Library (TEL)

Description of the Program/Initiative:

The Tennessee Electronic Library (TEL) provides 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 received over 17 million full-text retrievals in federal fiscal year 2016. 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	The number of full-text retrievals will increase by 5% each year.	LSTA Year	Goal	Actual
			2017 (Base)	17,500,000	
			2018	18,375,000	
			2019	19,293,750	
			2020	20,258,438	
			2021	21,271,359	
			2022	22,334,927	
		A survey of users will be conducted in LSTA 2018 and LSTA 2020. Each survey will show that 90% of respondents are pleased with the service.	LSTA Year	Goal	Actual
			2018	>90%	
			2020	>90%	

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.

b) 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	Annual circulation will increase each year.	LSTA Year	Goal	Actual
			2017 (Base)	2,931,540 (est.)	
			2018	3,224,694 (10%)	
			2019	3,482,669 (8%)	
			2020	3,761,282 (8%)	
			2021	4,024,571 (7%)	
			2022	4,266,045 (6%)	
		The number of card holders using the service will increase each year.	LSTA Year	Goal	Actual
			2017 (Base)	68,969 (est)	
			2018	71,727 (4%)	
			2019	73,878 (3%)	
			2020	76,094 (3%)	
			2021	78,376 (3%)	
			2022	80,727 (3%)	
		A survey of users will be conducted in LSTA 2018 and LSTA 2020. Each survey will show that 90% of respondents are pleased with the service.	LSTA Year	Goal	Actual
			2018	>90%	
			2020	>90%	

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) 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	Sample circulation will show an average of at least 3 circulations per an item each year.	LSTA Year	Goal	Actual
			2017 (Base)	>3 circulations	
			2018	>3 circulations	
			2019	>3 circulations	
			2020	>3 circulations	
			2021	>3 circulations	
			2022	>3 circulations	
		A survey of public libraries will be conducted in LSTA 2018 and LSTA 2020. Each survey will show that 90% of respondents are pleased with the service.	LSTA Year	Goal	Actual
			2018	>90%	
			2020	>90%	

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.

d) 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. Digital books on USB devices, 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	Large print circulation will increase each year.	LSTA Year	Goal	Actual
			2017 (Base)	3,500 (estimate)	
			2018	3,715	
			2019	3,901	
			2020	4,096	
			2021	4,301	
			2022	4,516	
		A survey of users will be conducted in LSTA 2018, LSTA 2020, and LSTA 2022. Each survey will show that 95% of respondents are pleased with the service.	LSTA Year	Goal	Actual
			2018	>95%	
			2020	>95%	
		The federally funded Reader Advisor will have 4,900 patron interactions each year.	LSTA Year	Goal	Actual
			2017 (Base)	4,878 (estimate)	
			2018	4,900	
			2019	4,900	
			2020	4,900	
			2021	4,900	

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.

Goal 2: 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) Statewide Online 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 statewide online catalog provides a quality cataloging resource without direct cost to libraries and also serves as the State’s interlibrary loan system. 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	Annual items loaned via interlibrary loan will increase each year.	LSTA Year	Goal	Actual
			2017 (Base)	94,570	
			2018	104,027 (10%)	
			2019	114,429 (10%)	
			2020	120,151 (5%)	
			2021	126,158 (5%)	
			2022	132,466 (5%)	
		The number of records available will increase each year.	LSTA Year	Goal	Actual
			2017 (Base)	8,160,156	
			2018	8,568,163 (5%)	
			2019	8,996,871 (5%)	
			2020	9,446,400 (5%)	
			2021	9,918,720 (5%)	
		A survey of users will be conducted in LSTA 2018 and LSTA 2020. Each survey will show that 90% of respondents are pleased with the service.	LSTA Year	Goal	Actual
			2018	>90%	
			2020	>90%	

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.

b) 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	Measures of Success		
			LSTA Year	Goal	Actual
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.	A survey of users will be conducted in LSTA 2018 and LSTA 2020. Each survey will show that 90% of respondents are pleased with the service.	2018	>90%	
			2020	>90%	

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.

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.

Associated IMLS Focal Area: Institutional Capacity

a) Network Services Consultants (NSC) Program

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 aids 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	Measures of Success		
			LSTA Year	Goal	Actual
Most TN libraries 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 21st century library services.	Staff knowledge of technical issues will increase each year. Pre and post tests will be administered at an annual training event. Post tests will show an increase in knowledge by 90% in LSTA 2020.	LSTA Year	Goal	Actual
			2017 (Base)	>76% (estimate)	
			2018	>80%	
			2019	>85%	
			2020	>90%	
			2021	>90%	
			2022	>90%	
		Service desk tickets will be completed within 3 days if a break/fix issue. Statistics gathered will show an improvement from 85% to 90% of break/fix tickets completed within the time frame.	LSTA Year	Goal	Actual
			2017 (Base)	>85% (estimate)	
			2018	>86%	
			2019	>87%	
			2020	>88%	
			2021	>89%	
		A survey of public libraries will be conducted each year. Overall, librarians will be 95% satisfied with the service.	LSTA Year	Goal	Actual
			2017 (Base)	>95% (estimate)	
			2018	>95%	
			2019	>95%	
			2020	>95%	
			2021	>95%	
			2022	>95%	

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.

b) Technology Grants

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 because of the rapidity with which technology becomes outdated. The matching technology grants enable these libraries to stretch their local funds to offer an essential service to the public.

Need	Goal	Objective	Measures of Success		
			LSTA Year	Goal	Actual
Many Tennessee's public libraries lack the funding to provide basic library and information resources.	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.	Percentage of applicants receiving grants will be 95% or higher	LSTA Year	Goal	Actual
			2017 (Base)	>95%	
			2018	>95%	
			2019	>95%	
			2020	>95%	
			2021	>95%	
			2022	>95%	
		Of the public libraries receiving technology grants in any given year, each will have 85% of internet accessible public use desktops and laptops less than 5 years old.	LSTA Year	Goal	Actual
			2017 (Base)	>85%	
			2018	>85%	
			2019	>85%	
			2020	>85%	
			2021	>85%	
			2022	>85%	

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) Information Technology Infrastructure

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.

Need	Goal	Objectives	Measures of Success		
			LSTA Year	Goal	Actual
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 21st century library services.	A survey of state library staff will be conducted every year. Each survey will show that 90% of respondents feel they have the technology needed to effectively support public libraries.	2017 (Base)	>90%	
			2018	>90%	
			2019	>90%	
			2020	>90%	
			2021	>90%	
			2022	>90%	

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.

d) Continuing Education Program

Description of the Program/Initiative:

Developing the capacity of library staff to assist the public is an ongoing need in Tennessee. Providing both online and in-person learning opportunities is essential to provide high quality 21st century library services. Webjunction provides online training sessions which library staff, even in remote areas of the state, can take advantage of whenever convenient. Working with the Tennessee Library Association, training presented by a nationally recognized speaker will reach an expanding statewide audience.

Need	Goal	Objective	Measures of Success			
			LSTA Year	Goal	Actual	
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 21st century library services.	Annual participation in Webjunction training webinars will increase each year.	LSTA Year	Goal	Actual	
			2017 (Base)	325 (estimate)		
			2018	388		
			2019	407		
			2020	428		
			2021	450		
			2022	475		
		Annual attendance at a nationally recognized speaker event will increase each year.	LSTA Year	Goal	Actual	
			2017 (Base)	100		
			2018	100		
			2019	150		
			2020	150		
			2021	200		
		A survey of attendees will be conducted each year at the nationally recognized speaker event. Each survey summary will show that 90% of respondents are satisfied with the quality of information presented.	LSTA Year	Goal	Actual	
			2017 (Base)	>90%		
			2018	>90%		
			2019	>90%		
			2020	>90%		
			2021	>90%		
				2022	>90%	

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.

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 to support workforce development efforts. 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.

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 2018 – 2022 Plan:

State Goal	IMLS Focal Area	Category	Associated Project	IMLS Intent
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.	Lifelong Learning	Digital Resources	Tennessee Electronic Library	Improve users' general knowledge and skills
			R.E.A.D.S.	Improve users' general knowledge and skills
		Special Populations	Materials for the Disadvantaged	Improve users' general knowledge and skills
			LBPH	Improve users' general knowledge and skills
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.	Information Access	Bibliographic Control/Resource Sharing	Statewide Online Catalog	Improve users' ability to obtain and/or use information resources
			Interloan Assistance	Improve users' ability to obtain and/or use information resources
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.	Institutional Capacity	Information Technology	Network Services Consultants Program	Improve library's physical and technological infrastructure
			Technology Grants	Improve library's physical and technological infrastructure
			Information Technology Infrastructure	Improve library's physical and technological infrastructure
		Continuing Education	Continuing Education Program	Improve the library workforce

Table 4
Coordination Efforts

VII. Evaluation Plan

In developing its goals for the 2018 – 2022 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 considered how to apply outcomes-based assessments to the program assessment that will take place under the 2018 – 2022 Plan.

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 2013 – 2017 LSTA Plan as a starting point in its evaluation efforts. This input and output data, coupled with the robust metrics 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 create this Plan. This group will continue to meet quarterly through the Plan period to assess progress and adjust activities as needed.

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, track progress, review survey data, and assist with the development of 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 and social media postings 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.

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 2018 - 2022 LSTA Plan. Monitoring may 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 are trained in outcome-based evaluation techniques and will work closely with the Institute of Museum and Library Services to implement outcome measures that effectively describe the impact of LSTA-funded projects.

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:

- Assurances of Non-Construction Programs (SF-424B)
- State Legal Officer's Certification of Authorized Certifying Official
- Internet Safety Certification for Applicant Public Libraries, Public Elementary and Secondary School Libraries, and Consortia with Public and/or Public School Libraries