

Tennessee State Library & Archives Library Services and Technology Act Plan 2023 – 2027



Prepared by the Library & Archives Staff

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Introduction

The Tennessee State Library & Archives (Library & Archives) is responsible for carrying out the provisions of the Library Services and Technology Act (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, education, 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, including by building learning partnerships with school libraries in our Nation's schools, including tribal schools, and developing resources, capabilities, and programs in support of State, tribal, and local efforts to offer a well-rounded educational experience to all students;
- enable libraries to develop services that meet the needs of communities throughout the Nation, including people of diverse geographic, cultural, and socioeconomic backgrounds, individuals with disabilities, residents of rural and urban areas, Native Americans, military families, veterans, and caregivers;
- enable libraries to serve as anchor institutions to support community revitalization through enhancing and expanding the services and resources provided by libraries, including those services and resources relating to workforce development, economic and business development, critical thinking skills, health information, digital literacy skills, financial literacy and other types of literacy skills, and new and emerging technology;
- enhance the skills of the current library workforce and recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
- ensure the preservation of knowledge and library collections in all formats and 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;
- promote library services that provide users with access to information through national, State, local, regional, and international collaborations and networks; and
- encourage, support, and disseminate model programs of library and museum collaboration.

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

1. expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;

2. establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
3. (a) 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 (b) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
4. develop public and private partnerships with other agencies, tribes, and community-based organizations;
5. target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
6. 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;
7. develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
8. carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the State library administrative agency'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 (SLAAs) using a population-based formula. 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.

The Library & Archives collects and preserves books and records of historical, documentary, and reference value and promotes library and archival development throughout the State. The Library & Archives serves the 6.9 million residents of the Volunteer State through the Library & Archives and the Library for Accessible Books and Media in Nashville. The Library & Archives also provides additional direct services to all State residents through the Tennessee Electronic Library (TEL) online databases and through the Regional eBook and Audiobook Download System (R.E.A.D.S.).

Statewide library development and the improvement of local library services are supported by the Library & Archives 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, The Library & Archives 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.

The Tennessee State Library & Archives' Mission

The Tennessee State Library & 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.

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 which were 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 2018-2022 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.

Geographic and Demographic Characteristics

Tennessee is the 34th largest state by area and the 16th most populous of the fifty states. It earned the nickname "The Volunteer State" early in its history due to a strong tradition of military service. With a 2020 population of 6,910,840, Tennessee's population continues to grow. The 2020 U.S. census reported the population increased by 8.90% over 2010 census measures. Except for a slump in the 1980s, Tennessee has been one of the fastest-growing states in the nation. It has been a top destination for people relocating from places such as California, the Northeast, and the Midwest due to the low cost of living and booming employment opportunities.

Tennessee ranks 36th among the states in landmass and its geography is unique. Its extreme breadth of 432 miles stretches from the Appalachian Mountain boundary with North Carolina in the east to the Mississippi River borders with Missouri and Arkansas in the west; its narrow width, only 112 miles, separates its northern neighbors, Kentucky, and Virginia, from Georgia, Alabama, and Mississippi, to the south. Tennessee's 41,235 square miles is geographically, culturally, and legally divided into three Grand Divisions of East, Middle, and West Tennessee.

Tennessee is a state of contrasts. Slightly more than one-third (35%) of the state's population resides in 12 municipalities with populations over 50,000. Of Tennessee's 95 counties, there are 2 counties (Shelby and Davidson) with populations that exceed 600,000. In contrast, 53 of the 95 counties have populations less than 35,000. 12 of these counties are home to fewer than 12,000 people.

The population breakdown by age in Tennessee closely mirrors national norms. Approximately 6% of the Volunteer State's population is under 5 years of age which compares to the national level. Similarly, Tennesseans who are below 18 years of age account for 22.1% of the state total. The national percentage

for this group is 22.3%. Tennessee's populace is only slightly older than the national norm. 16.7% of the state's population is 65 or over, compared to 16.5% nationally.

The U.S. Census Bureau reports that 78.4% of Tennessee's population is White, which is 4.42 times more residents in Tennessee than any other race or ethnicity. This compares to a national norm of 76.3%. Tennessee's Black or African American population of 17.1% also accounts for a higher percentage of the population than the national average of 13.4%.

Nevertheless, taken as a whole, Tennessee's population is less diverse than most other states. The Volunteer State's Asian population is 2.0% compared to a national average of 5.9%. Individuals of all races describing themselves as being Hispanic or Latino in origin total 5.7% of the population, compared to a national norm of 18.5%. Roughly five percent (5.1%) is foreign-born and languages other than English are spoken in the homes of only 7.2% of the state's population. Both measures are considerably lower than national norms (13.6% foreign-born and 21.6% living in homes in which languages other than English are spoken).

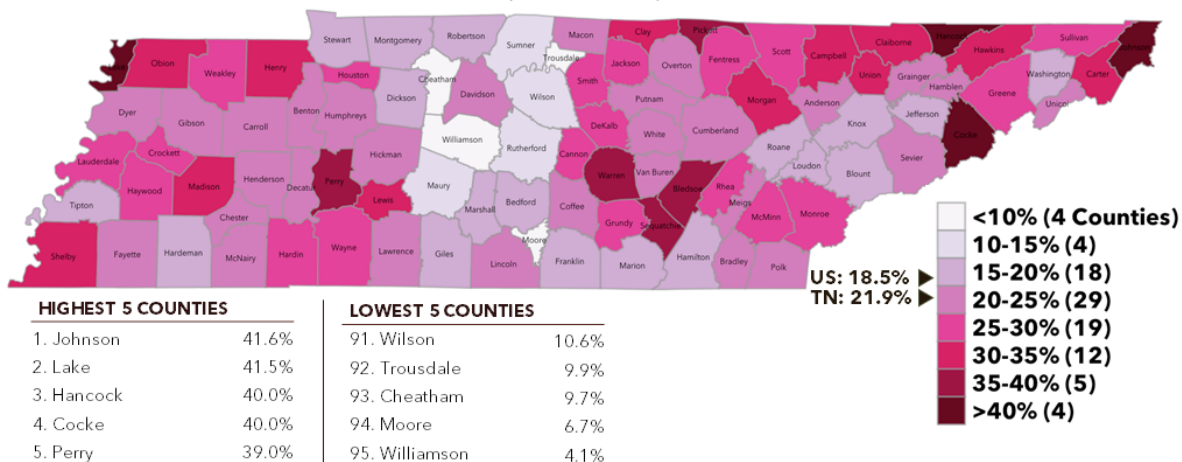
The strengthening national economy has positively impacted Tennessee's job market. The U.S. Bureau of Labor Statistics reported that the state's unemployment rate in December 2021 was 3.8%, slightly below the national average of 3.9%. However, it is important to note that unemployment rates vary tremendously by region. The unemployment rate in December 2021 varied from 2.2% in some counties to 5.4% in others. There were 127,341 Tennessee residents reported to be unemployed.

Tennessee is ranked among the poorest U.S. states. According to the 2020 estimates, released in December 2021, 13.6% 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 11.4% for the same period. That translates into Tennessee being the 10th poorest state in the nation. In the Memphis area, the poverty rate exceeds 25.1%.

In Tennessee, 22.6% of children live in poverty. The range between the poorest and the wealthiest counties is significant, with a low of 4.1% in Williamson County to a high 36.4% in Lake County. Of Tennessee's 95 counties, eight had poverty rates of 20% or greater, and 31 counties had rates lower than the 13.6% statewide poverty rate.

Consistent with its county ranking, the Williamson County School District's 2.8% was the lowest poverty rate among school-age children who were related to their householder. In contrast, the poverty rate in the Shelby County School District, the state's largest, was the state's 7th highest at 30.1%. Due to a lack of money or resources, 12.5% of households have trouble providing enough food for their families. The Tennessee Commission on Children and Youth stated one in five Tennessee children faces food insecurity and 47% of public school students participated in free or reduced-price lunch in 2020.

Tennessee Children Living in Poverty (2015-2019)



Source: 2015-2019 American Community Survey 5-Year Estimates

SycamoreInstituteTN.org

1 Children Living in Poverty, Sycamore Institute, <https://www.sycamoreinstitutetn.org/2019-income-poverty-education-insurance/>

According to the 2018 Disability Statistics provided through Cornell University, 15.4% of citizens regardless of age in Tennessee have limitations due to a disabling condition. This statistic is above the national norm of 12.6%. Using the newest population information from the U. S. Census shows that 1,064,269 Volunteer State residents have some type of disabling condition. The study shows that 3.0% Tennesseans are as visually impaired, which represents to 207,325 citizens.

The Library Service Environment

Tennessee is home to 288 public library facilities with 186 public library governance units; 54.8% of the governance units operate a single facility. A total of 102 branches are operated by the remaining 45.2% of the library governance units.

The Volunteer State’s public libraries are among the least adequately funded in the nation. Statistics for the Fiscal Year 2019 (the most recent set of IMLS data available for all states) show that Tennessee ranks 49th among the 51 states (the District of Columbia is a state for this purpose) in total operating expenditures per capita. Expenditures for Tennessee public libraries were \$20.54 per capita, which is 51% of the national average of \$41.90.

Despite the funding situation, the efforts of Tennessee libraries have been effective. Approximately half of Tennessee’s populace holds a valid library card. This compares to a national rate of 0.55 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 Survey that clearly illustrate the challenging situation that confronts the Tennessee State Library & Archives in its efforts to improve the quality of library services available to the State’s residents.

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

Category	Tennessee Rank	Tennessee Measure	National Average
Total operating revenue per capita	49	\$21.26	\$44.88
Total collection expenditure per capita	49	\$2.16	\$4.51
Staff expenditure per capita	49	\$20.54	\$41.90
Paid FTE librarians per 25,000 residents	45	2.45	4.02
% FTE librarians with ALA-MLS per 25,000 residents	32	47.67	66.78
Registered users per capita	35	0.51	0.55
Circulation total per capita	46	4.34	6.86
Circulation of electronic materials per capita	23	1.03	1.08
Circulation of children's materials per capita	44	1.55	2.45
Reference transactions per capita	39	0.5	0.69
Library visits per capita	46	2.73	3.93
Print materials per capita	43	1.65	2.17
E-books per capita	8	3.84	1.95
Audio physical materials per capita	41	0.08	0.13
Audio downloadable materials per capita	10	1.77	1.03
Video physical materials per capita	47	0.12	0.22
Video downloadable materials per capita	14	0.1	0.09
Total programs offered per 1,000 residents	40	13.28	18.65
Total paid FTE staff per 25,000 residents	44	7.51	11.37
Number of public-access Internet computers per 5,000 residents	38	4.48	4.73

Table 2**Tennessee’s Performance on Public Library Measures, Change from 2014 to 2019**

Category	Tennessee Measure	Tennessee Measure	Change
	2014	2019	
Total operating revenue per capita	\$17.70	\$20.09	11.9%
Total collection expenditure per capita	\$2.24	\$2.16	-3.7%
Staff expenditure per capita	\$11.47	\$20.54	44.2%
Registered borrowers per capita	0.53	0.51	-3.9%
Circulation transactions per capita	4.13	4.34	4.8%
Library visits per capita	3.08	2.73	-12.8%
Print materials per capita	1.86	1.65	-12.7%
E-books per capita*	N/A	3.84	N/A
Audio physical materials per capita *	N/A	0.08	N/A
Audio downloadable materials per capita*	N/A	1.77	N/A
Video materials per capita*	N/A	0.12	N/A
Video downloadable materials per capita*	N/A	0.1	N/A
Total FTE paid staff per 25,000 population	7.17	7.51	4.5%
Number of Public-access Internet computers per 5,000 population	3.91	4.48	12.7%

* Not captured for 2014

Summary of Needs

- Tennessee’s public libraries lack the funding to provide basic library and information resources.
- 22% of Tennessee’s children live in poverty and are considered “at-risk” based on their economic status.
- 207,325 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.

Goals

Introduction to Goals and Priorities

The guidelines for the development of the 2023 – 2027 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 & applied the utilitarian tenet of “the greatest good for the greatest number of people” in the process of prioritizing goals.

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, the R.E.A.D.S. download program, technology grants and technical support were all rated 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 somewhat distant from impacts on individual users. However, some databases, such as the Peterson’s Test and Career Prep, address the needs of targeted audiences including at-risk students, immigrants, and jobseekers. The Tennessee Library for Accessible Books and Media also serves a specific targeted audience.

IMLS/SLAA Focal Area Framework

Tennessee’s 2023 – 2027 LSTA Plan includes three goals that are designed to align directly with three of the six focal areas developed by IMLS in collaboration with SLAAs. The six focal areas are:

1. Lifelong Learning
 - Improve users’ formal education
 - Improve users’ general knowledge and skills
2. Information Access
 - Improve users’ ability to discover information resources
 - Improve users’ ability to obtain and/or use information resources
3. Institutional Capacity
 - Improve the library workforce
 - Improve library’s physical and technology infrastructure
 - Improve library operations
4. Economic & Employment Development
 - Improve users’ ability to use resources and apply information for employment support
 - Improve users’ ability to use and apply business resources
5. Human Services
 - Improve users’ ability to apply information that furthers their personal, family, or household finances
 - Improve users’ ability to apply information that furthers their personal or family health & wellness
 - Improve users’ ability to apply information that furthers their parenting and family skills
6. Civic Engagement

- Improve users’ ability to participate in their community
- Improve users’ ability to participate in community conversations around topics of concern

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 20 illustrates the relationship between the State-level goals, the IMLS focal areas, and the programs and initiatives to be implemented under the 2023 – 2027 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. The Library & Archives 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.

Goals and Program 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**

LSTA Grants to State Priorities addressed by Goal 1:

- expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), 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, to individuals with disabilities, 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; and
- develop library services that provide all users access to information through local, State, regional, national, and international collaborations, and networks.

Tennessee Electronic Library

The Tennessee Electronic Library (TEL) provides statewide access to licensed, full-text periodicals and reference resources at no charge to 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, reading suggestions, career assistance, and much more. TEL has been in existence since 1999 with 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 the state.

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
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.	The number of full-text retrievals will increase by 2% each year.	2022 (base)	9,717,419
			2023	9,911,767 (2%)
			2024	10,110,002 (2%)
			2025	10,312,202 (2%)
			2026	10,518,446 (2%)
			2027	10,728,814 (2%)
		The attendance at TEL trainings will increase by 2% each year.	2022 (base)	671
			2023	684 (2%)
			2024	698 (2%)
			2025	712 (2%)
			2026	726 (2%)
			2027	741 (2%)
		A survey of users will be conducted in LSTA 2023 and LSTA 2025. Each Survey will show that 80% of respondents are satisfied with the service.		
			2023	>80%
2025	>80%			

Regional eBook and Audiobook Download System

The Regional eBook and Audiobook Download System (R.E.A.D.S.) uses LSTA funds to license downloadable content. In some instances, content available through the R.E.A.D.S. program represents the only downloadable content available through public libraries. The program is managed by the Tennessee Regional Library System.

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
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.	2022 (Base)	5,837,418
			2023	6,129,289 (5%)
			2024	6,435,753 (5%)
			2025	6,693,183 (4%)
			2026	6,960,910 (4%)
			2027	7,239,346 (4%)
		The number of card holders using the service will increase each year.	2022 (Base)	206,068
			2023	212,250 (3%)
			2024	218,618 (3%)
			2025	222,990 (2%)
			2026	227,450 (2%)
			2027	231,999 (2%)
		A survey of users will be conducted in LSTA 2024 and LSTA 2026. Each survey will show that 80% of respondents are pleased with the service		
			2024	>80%
2026	>80%			

Public Library Materials

The Library & Archives uses LSTA dollars to support the purchase of books and other library materials for local public libraries. These materials are selected locally but ordered centrally for the libraries within the regional system and ordered directly by the libraries for the metropolitan libraries. These purchases are intended to serve the general population.

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
Many Tennessee 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	Sample circulation data will show an average of at least 3 circulations per item each year.	2022 (base)	3
			2023	3
			2024	3
			2025	3
			2026	3
			2027	3

	in school, at work, and in their daily lives.	A survey of public libraries will be conducted in LSTA 2023 and LSTA 2025. Each survey will show that 80% of respondents are pleased with the service.	LSTA Year	Goal
			2023	>80%
			2025	>80%

Tennessee Library for Accessible Books and Media

Tennessee’s Library for Accessible Books and Media (LABM) is an affiliate of the National Library Service for the Blind and Physically Handicapped, a unit of the Library of Congress. LABM 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 problem, and persons diagnosed with reading disabilities.

Materials are provided through the program in formats including, audio, and large print. Playback equipment is provided. Materials are delivered to and from the registered person via 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 format for audiobooks. Digital books on USB devices and the addition of the BARD (Braille and Audio Reading Download) service have transformed the program. LABM provides readers’ advisory services, processes requests for physical materials, administers the downloading website, and distributes braille, large print, and audio content.

Need	Goal	Objective	Measures of Success	
207,325 residents of Tennessee are visually impaired.	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.	Sample circulation data will show an average of at least 1 circulation per item each year.	LSTA Year	Goal
			2022 (Base)	1
			2023	1
			2024	1
			2025	1
			2026	1
			2027	1
		The Federally funded Reader Advisor will have 4,000 patron interactions each year.	LSTA Year	Goal
			2022 (Base)	4,000
			2023	4,000
			2024	4,000
			2025	4,000
			2026	4,000
		A survey of users will be conducted in LSTA 2024 and	LSTA Year	Goal
			2024	>80%

		LSTA 2026. Each survey will show that 80% of respondents are pleased with the service.		
			2026	>80%

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**

LSTA Grants to States Priorities addressed by Goal 2:

- expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
- develop public and private partnerships with other agencies, tribes, and community-based organizations;
- target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;
- 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; and
- develop library services that provide all users access to information through local, State, regional, national, and international collaborations, and networks.

Statewide Online Catalog

Tennessee's statewide online catalog provides access to the holdings of all public libraries in the state and enables electronic access to the holdings of academic libraries as well. The statewide online catalog provides a quality cataloging resource without direct cost to the libraries and serves as the statewide interlibrary loan system.

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
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 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 by 2% each year.	LSTA Year	Goal
			2022 (Base)	155,698
			2023	158,812 (2%)
			2024	161,989 (2%)
			2025	165,228 (2%)
			2026	168,533 (2%)
		2027	171,904 (2%)	
		The total number of searches within the system will increase by 2% each year.	LSTA Year	Goal
			2022 (Base)	740,500
			2023	755,310 (2%)
			2024	770,416 (2%)
			2025	785,824 (2%)
			2026	801,540 (2%)
		A survey of users will be conducted in LSTA 2023 and LSTA 2025. Each survey will show that 80% of respondents are pleased with the service.	LSTA Year	Goal
			2023	>80%
			2025	>80%

National Interlibrary Loan

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

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
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.	A survey of users will be conducted in LSTA 2023 and LSTA 2025. Each survey will show that 80% of respondents are pleased with the service.	LSTA Year	Goal
			2023	>80%
			2025	>80%

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**

LSTA Grants to States Priorities addressed by Goal 3:

- expand services for learning and access to information and educational resources in a variety of formats (including new and emerging technology), in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, economic and business development, health information, critical thinking skills, digital literacy skills, and financial literacy and other types of literacy skills;
- establish or enhance electronic and other linkages and improved coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;
- (a) 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 (b) Enhance efforts to recruit future professionals, including those from diverse and underrepresented backgrounds, to the field of library and information services;
- develop public and private partnerships with other agencies, tribes, 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.

Public Library IT Support

The Public Library IT Support program provides free technical leadership and information systems technical support work of advanced difficulty for public library and the Library & Archives. The Network Services Consultants (NSCs) determine current and future technology requirements through research and library interviews; plan and implement network environments and upgrades accordingly; install and upgrade computer 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
Most Tennessee 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,	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	2022 (Base)	>90%
			2023	>90%
			2024	>90%
			2025	>90%
			2026	>90%
			2027	>90%

	and competencies needed to offer high-quality 21 st century library services.	increase in knowledge.		
		Service desk tickets will be completed within 3 days if a break/fix issue. Statistics gathered will show 80% of break/fix tickets competed within the time frame.	LSTA Year	Goal
			2022 (Base)	>80%
			2023	>80%
			2024	>80%
			2025	>80%
			2026	>80%
		2027	>80%	
		A survey of public libraries will be conducted in LSTA 2024 and LSTA 2026. Overall, library staff will be 90% satisfied with the service.	LSTA Year	Goal
			2024	>90%
			2026	>90%

Technology Grants

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 offered to 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	
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 21 st century library services.	The percentage of applicants receiving grants will be 95% or higher.	LSTA Year	Goal
			2022 (Base)	>95%
			2023	>95%
			2024	>95%
			2025	>95%
			2026	>95%
			2027	>95%
		Of the public libraries receiving grants in any given year, each will have more than 65% of internet accessible public use desktops and laptops less than 5 years old.	LSTA Year	Goal
			2022 (Base)	>65%
			2023	>65%
			2024	>65%
			2025	>65%
			2026	>65%
			2027	>65%

Information Technology Infrastructure

LSTA funding will be used to ensure that the Library & Archives’ public library support system, including the regional libraries and the Library & Archives 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	Objective	Measures of Success	
			LSTA Year	Goal
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 st century library services.	A survey of state library staff will be conducted and will show that 80% of respondents feel they have the technology needed to effectively support public libraries.	2023	>80%
			2025	>80%

Continuing Education Program

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 that library staff can take advantage of whenever convenient, even in remote areas of the state. Working with the Tennessee Library Association, training presented by a nationally recognized speaker will reach an expanded statewide audience.

Need	Goal	Objective	Measures of Success	
			LSTA Year	Goal
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 st century library services.	Annual participation in WebJunction training webinars will increase by 1% each year.	2022 (Base)	2,946
			2023	2,976 (1%)
			2024	3,005 (1%)
			2025	3,035 (1%)
			2026	3,066 (1%)
			2027	3,096 (1%)
		Annual attendance at a national recognized speaker event will increase by 1% each year.	2022 (Base)	246
			2023	248 (1%)
			2024	251 (1%)
			2025	253 (1%)
			2026	256 (1%)
			2027	258 (1%)

		A survey of attendees will be conducted each year at the nationally recognized speaker event. Each survey summary will show that 80% of respondents are satisfied with the quality of information presented.	LSTA Year	Goal
			2022 (Base)	>80%
			2023	>80%
			2024	>80%
			2025	>80%
			2026	>80%
			2027	>80%

Coordination Efforts and Project Crosswalk

The Library & Archives collaborates closely with numerous partners to carry out program initiatives. The TEL Administrator works closely with 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 Library & Archives administration works closely with the Secretary of State’s office to meet the information needs of legislators, answering their questions regarding local library issues, and assist in drafting library-related legislation.

The Library & Archives 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 Health and Human Services have been supportive of TEL, spreading the work about the available resources and providing opportunities for distribution of promotional items. On the national level, the Library & Archives has worked with the National Parks Service and the National Historic Preservation and Records Commission on history-related projects. The Library & Archives also partners with non-profit organizations such as United Way of Tennessee and their “Raise Your Hand” volunteer effort. LABM works with the states’ rehabilitation agency, Services for the Blind, the Tennessee School for the Blind, and various consumer groups, public libraries, as well as public and private schools to increase awareness of availability and eligibility for the LABM service.

The crosswalk below illustrates the relationship between the State-level goals, the IMLS focal areas, and the programs to be implemented under the 2023 – 2027 Plan.

State Goal	IMLS Focal Area	Category	Associated Project	IMLS Intent
1. All Tennessee residents will have the reading skills, information resources, and library services needed to succeed in school, at work,	Lifelong Learning	Digital Resources	TEL	Improve users’ general knowledge and skills
			R.E.A.D.S.	
		Special Populations	Public Library Materials	Improve users’ general knowledge and skills
			LABM	

and in their daily lives.				
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.	Information Access	Resource Sharing	Statewide Online Catalog	Improve users' ability to obtain and/or user information resources
			National Interlibrary Loan	Improve users' ability to obtain and/or user information resources
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 st century library services.	Institutional Capacity	Information Technology	Public Library IT Support	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

Evaluation Plan

In developing its goals for the 2023 – 2027 LSTA Plan, the Library & Archives 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. The Library & Archives also considered how to apply outcomes-based assessments to the program assessment that will take place under the 2023 – 2027 Plan.

The Library & Archives will continue to actively collect input and output data related to its LSTA programs, making use of baseline data collected and reported in the 2018 – 2022 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.

Stakeholder Involvement

A planning committee consisting of the State Librarian and Archivist, LSTA Coordinator, Director of Regional Libraries, Assistant Director of Information Technology Services, Director of the Library for Accessible Books and Media, Director of the Buffalo River Regional Library, and members of the Planning and Development staff contributed to the development of 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 Library & Archives will ensure that the execution of the Plan is coordinated with the priorities established for the Library & Archives. The Library & Archives 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 on to periodically review the Plan, track progress, review survey data, and assist with the development of grant initiatives throughout the five-year period.

Communications

The Five-Year Plan as approved by the Institute of Museum and Library Services will be posted on the Library & 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 (TACL).

At regular intervals during the five years covered by the Plan, the members of TACL 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 Library & Archives website postings as well as letters and emails to key Tennessee legislators. News releases and social media postings related to the 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.

Monitoring

The Library & Archives LSTA Coordinator will exercise the financial controls necessary to appropriately monitor the expenditure of grant funds.

The Planning and Development Section of the Library & Archives will manage the continual tracking of initiatives and projects implemented under the 2023 – 2027 LSTA Plan. Monitoring may include on-site visits, conducting and analyzing pre-tests and post-tests, conducting focus group and surveys, requiring and reviewing status reports, and other means of ongoing evaluation. Key Library & Archives staff are trained in outcome-based evaluation techniques and will work closely with IMLS to implement outcome measures that effectively describe the impact of LSTA-funded projects.

Progress toward the goals outlines in the Plan will be reviewed regularly by TACL and by the Office of the 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.