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

Prepared for the
Tennessee State Library and Archives
by
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EVALUATION SUMMARY

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

On October 9, 2007, just over one week into Federal Fiscal Year (FFY) 2008, the Dow-Jones Industrial Average hit an all-time high of 14,164. By March of 2009, it had lost more than half of its value and closed at 6,547. As we all know, the factors leading to this collapse and the recession that followed have had profound and lasting effects on local, state and federal budgets. The crisis had a direct impact on the TSLA. At the time Tennessee's 2008 – 2012 LSTA Plan was written, TSLA had a staff of 198 full-time equivalents (FTE) if both the State Library itself and the regional library systems operated by TSLA are considered. This included 106 positions at the State Library and Archives and 92 in the regional libraries. As this evaluation is being written, that number has been reduced to 165 FTE (92 at the State Library and 73 in the regional libraries), a reduction of almost seventeen percent (16.7%). The staffing reductions at the regional libraries, through which several of the LSTA-funded programs are coordinated, amounted to more than twenty percent (20.7%). It is to the great credit of the TSLA administration and staff that so much has been accomplished in spite of a loss of capacity to serve at the SLAA.

Concurrently, Tennessee libraries of all types were presented with amazing opportunities. New technology products that directly impact the ways in which libraries deliver content to the public were bursting on the scene. Steve Jobs unveiled the first generation iPhone in January 2007 and the original Amazon Kindle was released in November of that year. The Barnes & Noble Nook was released in 2009; the original iPad went on sale in April 2010 and, in September 2011, the Nook broke the $100 price barrier.

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

Tennessee's 2008 – 2012 LSTA Plan included four goals. Two of the Goals (1 and 3) had individual components that are broken out as Goal 1.1., 1.2., 1.3., 3.1., 3.2., and 3.3. The Goals are:

Goal 1.1
Enhance lifelong learning patterns by providing free statewide online access to full-text periodicals and reference resources on a wide variety of topics.

Goal 1.2
Enhance lifelong learning patterns by providing interlibrary loan assistance to libraries.

Goal 1.3
Enhance lifelong learning patterns by providing a reference intermediary for individuals having a difficult time finding the information they need for success.

Goal 2
Enhance the quality of life of diverse groups of library users, including those with special needs, through the provision of special formatted library materials and services designed for them.

Goal 3.1
Provide information technology assistance for regional and public library staff by offering matching grants for computers, peripherals, and other technology in public libraries

Goal 3.2
Provide information technology assistance for regional and public library staff by providing technological support and training for staff of small and medium size public libraries and for regional library staff.

Goal 3.3
Provide information technology assistance for regional and public library staff by maintaining a statewide catalog to promote cataloging assistance and interlibrary loan capabilities.

Goal 4
Offer core competencies-based training for public and regional library staff and trustees that addresses the services/programs listed in the six LSTA priorities for state grants.

In their response to a "self-assessment" survey conducted by the evaluators, the Tennessee State Library and Archives administration indicated that they believed they had met all but two of their Goals.   They indicated that they were progressing toward one of the two remaining Goals and that they were not pursuing Goal 1.3 (Online Reference Service).

The evaluators concur with this assessment with two exceptions. We believe that TSLA has, in fact, surpassed rather than just meeting its expectations in regard to Goal 1. Goal 2 involves several components and the evaluators believe that TSLA is still progressing toward this Goal in regard to some of the individual programs included (Materials Grants to Libraries), that it has Met the Goal on others (Library for the Blind and Direct Services Grants), and that it has surpassed its Goal on one program (R.E.A.D.S).

Goal	TSLA Self-Assessment	Evaluators' Assessment
Goal 1.1 (Tennessee Electronic Library - TEL)	Met Goal	Surpassed Goal
Goal 1.2 (Interlibrary Loan)	Progressing Toward Goal	Progressing Toward Goal
Goal 1.3 (Reference)	Little or No progress Toward Goal (This Goal was not Pursued)	Little or No Progress (Anticipated Project was Dropped)
Goal 2 (Materials for the Disadvantaged, R.E.A.D.S., Library for the Blind and Physically Handicapped, and Direct Service Grants)	Met Goal	Progressing Toward Goal/ Met Goal/ Surpassed Goal

Goal 3.1 (Bibliographic Services and Technology Grants to Libraries)	Met Goal	Met Goal
Goal 3.2 (Network Services Consultant Program - NSC)	Met Goal	Met Goal
Goal 3.3 (Statewide Online Catalog – AGent and Technology for TSLA Regional Library System)	Met Goal	Met Goal
Goal 4 (Continuing Education for Purposes of LSTA)	Met Goal	Met Goal

Table 1 – Self Assessment and Evaluators' Assessment

Goal 1.1
Enhance lifelong learning patterns by providing free statewide online access to full-text periodicals and reference resources on a wide variety of topics.

The evaluators characterize the Tennessee Electronic Library (TEL) as an unqualified success. Per capita usage of the TEL databases and the degree to which they are used by clients/customers of all types of libraries places this program among the very best in the nation.

Goal 1.2
Enhance lifelong learning patterns by providing interlibrary loan assistance to libraries.

This Goal involves two programs; Interlibrary Loan Support Grants and Interloan Assistance. Although the evaluators hold the general opinion that having access to a world of resources through interlibrary loan should be seen as a reward unto itself, it is also understood that many Tennessee libraries are simply too poor to participate in interlibrary loan without some reimbursement for their costs. The program has clearly enabled greater participation in interlibrary loan than would have been possible if the program did not exist. This program should be reexamined if proposed courier service becomes a reality and lowers direct costs to local libraries for participating in resource sharing.

The second program under this Goal, Interloan Assistance. This program provides local libraries with a world of resources by providing an efficient manner for acquiring materials from beyond Tennessee's boundaries. The program is both cost-effective and successful

Goal 1.3
Enhance lifelong learning patterns by providing a reference intermediary for individuals having a difficult time finding the information they need for success.

The live reference chat program envisioned in the 2008 – 2012 Plan was not pursued. A conscious decision to abandon this program was made based on two factors. First, TSLA believed that it was unlikely that ongoing financial support would be available to sustain the program after starting it with LSTA funds. Second, research into programs similar to the one under consideration indicated that such programs were often underutilized. This Goal is unmet and will remain so.

Goal 2
Enhance the quality of life of diverse groups of library users, including those with special needs, through the provision of special formatted library materials and services designed for them.

Five very diverse programs fall under this Goal. They are:
- Materials for the Disadvantaged
- R.E.A.D.S.
- Tennessee Library for the Blind and Physically Handicapped
- Direct Service Grants – Job Centers
- Direct Service Grants – Gaming Centers

The evaluators believe that TSLA's success in regard to these programs is mixed and that it ranges from "Progressing Toward Goal" (Materials Grants for the Disadvantaged) to surpassing established benchmarks (R.E.A.D.S.). The Library for the Blind program and the two Direct Services programs are deemed to have met their targets.

The rationale for indicating that the Materials Grants program is still progressing is that, at least in part, has not been focused enough to ensure that it is reaching the disadvantaged individuals that are targeted. While the evaluators find instances in which purchases are clearly focused (e.g., materials used by Head-Start programs, large print books), in other instances it appears that items are purchased simply to supplement general collections. While this is understandable given the inadequate budgets on many of Tennessee's libraries, the stated intent of purchasing materials to serve disadvantaged individuals is not always met. TSLA needs to work to ensure that this program is focused to a greater degree.

That said, the evaluators might use the same line of criticism in addressing the R.E.A.D.S. program. The program was originally envisioned, at least in part, as a means of serving individuals with vision impairments. Instead, the program found a new, highly enthusiastic audience of general library customers and has been an unqualified success in reaching a new generation of library users. R.E.A.D.S. has, at the same time, failed to meet some stated objectives while exceeding all expectations in other areas. TSLA should reorient this program (in regard to LSTA priorities). As implemented, it addresses LSTA Grants to States Priority 1 rather than LSTA Grants to States Priority 5.

The Direct Service Grants were successful and met the objectives outlined for them. Although the sub-grant approach has been abandoned, it is not because these programs did not succeed to do what was intended. Finally, the Library for the Blind and Physically Handicapped has achieved much of what it set out to do. It has successfully transitioned to the new National Library Service digital format and has introduced the Braille Audio Reading Download (BARD) program. However, the number of active users has declined. Additional outreach efforts in this area may be required.

Goal 3.1
Provide information technology assistance for regional and public library staff by offering matching grants for computers, peripherals, and other technology in public libraries.

This Goal involves two programs (Bibliographic Services and Technology Grants to Public Libraries). The "Bibliographic Services" program title is somewhat misleading in that coordination and oversight of both the statewide catalog (AGent) and the Technology Grants programs are included. For clarity sake, it may be better to allocate portions of the LSTA funds

expended under this program to the two individual programs involved. Nevertheless, the program is accomplishing what was intended for it.

The Technology Grants program is among the most popular funded with LSTA and it clearly makes a difference in level of Internet access available to library users. Arguably, this program has surpassed the goal rather than simply meeting it. In addition to being a major component in TSLA "capacity building" strategy and having a direct impact on end users, in has other measurable consequences. Among these is the fact that it helps to establish standards for computers and peripherals that are installed. This makes the Network Services Consultant program more efficient and effective.

Goal 3.2
Provide information technology assistance for regional and public library staff by providing technological support and training for staff of small and medium size public libraries and for regional library staff.

The Network Services Consultants Program is in many ways a model program nationally. It provides local libraries with a level of technology support that they simply could not otherwise afford. This program has met its Goal and, as with the related Technology Grant program, could legitimately be categorized as having surpassed it goal.

Goal 3.3
Provide information technology assistance for regional and public library staff by maintaining a statewide catalog to promote cataloging assistance and interlibrary loan capabilities.

Some of the comments that the evaluators made under Goal 3.1. in regard to the "Bibliographic Services" program apply here as well. The program title "Bibliographic Services" fits well in this category and, while the program should actually split between two programs, it has, nevertheless, met the objectives outlined for it. The Statewide Catalog program has also accomplished most of its objectives. However, this is not a static program. Work toward creating an integrated automation system serving a large number of small libraries is underway and the nature of this effort will undoubtedly change. As a snapshot in time, this program has met its Goal. However, continuing to meet this Goal will be an ongoing challenge.

Goal 4
To offer core competencies-based training for public and regional library staff and trustees that addresses the services/programs listed in the six LSTA priorities for state grants.

As suggested by the name of the program that is included under this Goal (Continuing Education for the Purposes of LSTA), it represents only a portion of TSLA's staff development efforts. LSTA-funded continuing education efforts have clearly been targeted to align with stated LSTA priorities and competencies related to other LSTA supported programs. An example is training related to the TEL databases. The program has utilize innovative strategies such as webinars and streamed video to deliver content to library staff that are geographically dispersed and who work in libraries that are not able to support travel expenditures for staff development. This program, while appropriately limited in its scope has met its objectives.

EVALUATION REPORT

Background

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

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

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

Retrospective questions include:

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

Process questions include:

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

Prospective questions include:

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

2. How can the performance data collected and analyzed to-date be used to identify benchmarks in the upcoming five-year plan?
3. What key lessons has the agency learned about using outcome-based evaluation that other states could benefit from knowing? Include what worked and what should be changed.

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

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

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

Methodology

Himmel & Wilson employed a variety of different methods to assess the progress that Tennessee has made in pursuing its goals for the LSTA Grants to States program. The evaluation began with a reading of the State's 2008 – 2012 LSTA Plan and a review of the State Program Reports (SPRs) submitted to IMLS by TSLA. An initial one-day site visit was made to the TSLA offices in Nashville, Tennessee. During that visit, the consultant reviewed the 2008 – 2012 LSTA Long Range Plan with the State Librarian Charles Sherrill and the Assistant State Librarian/LSTA Coordinator Ashley Bowers. Interviews were also conducted with several key staff members. The evaluators also had contact with additional staff and a number of the regional library directors at a meeting of the Tennessee Advisory Council on Libraries (TACL) and a planning session held with regional library directors and several TACL members.

Included among the staff that the evaluators interviewed or had contact with in group sessions were:

- Lynette Sloan, Director of Regional Libraries
- Ruth A. Hemphill, Director of Library for the Blind and Physically Handicapped
- Jennifer Cowan-Henderson, Bibliographic Services Coordinator
- Lisa Walker, Network Services Manager
- Lindsey Wesson, Continuing Education Coordinator and Children's Library Services Consultant
- Genny Carter, Data Coordinator
- Wendy Cornelisen, Special Projects Coordinator (TEL)

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

The strengths of the evaluation methodology derive from:

- Objective, external evaluators not associated with the state in any capacity.

- Varied approaches and tools, allowing analysis and comparison of program data collected by staff and quantitative survey results with comments from librarians and sometimes from end users.
- Credible data, including output and outcomes, thanks to strong efforts by the TSLA to identify desired outcomes and design and implement ongoing data collection methods.

Methodological weaknesses are associated with several factors:

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

Review of existing documents. The consultants conducted an extensive review of background documents, including Tennessee's *LSTA Long Range Plan 2008-2012*, annual State Program Reports to IMLS for 2008 and 2009 (the unaudited 2010 report became available late in the evaluation period and was also reviewed) and a number of other documents and websites. (See Appendix D – List of Acronyms and Terms and Appendix E – Bibliography for more information.)

Interviews with key TSLA personnel. Evaluator Bill Wilson visited TSLA on August 26, 2011 and interviewed nine TSLA staff members. A list of individuals interviewed was provided above.

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

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

Focus groups. Evaluator Dr. Ethel Himmel conducted five focus groups. Included were sessions with a trustees' group and a directors' group on October 11th in Kingsport in conjunction with the 2011 Trustee Workshop, a trustees' session and a directors' session on October 13th in Crossville in conjunction with the Trustee Workshop there, and a regional directors' meeting in Crossville on October 12th. A total of 37 people participated in the discussions. A summary of the focus groups is included as Appendix A. The focus group discussion guide is included as part of Appendix G. Notes from focus groups were analyzed using content analysis techniques recommended by Graham Gibbs[1]. Coding sheets are included in Appendix F.

Interviews with key stakeholders. Evaluator Ethel Himmel conducted telephone interviews with eleven Tennessee library leaders. Most of the interviews were conducted during the week

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

of October 17, 2011. A summary of the interviews and a list of participants are attached as Appendix B; the interview guide for the interviews is included as part of Appendix G. Notes from interviews were analyzed using content analysis techniques recommended by Gibbs. Coding sheets are included in Appendix F.

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

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

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

Dr. Himmel and Mr. Wilson reviewed other documents (both print and web-based) and State Program Reports. Wilson synthesized the data and information collected and created a draft report in the format provided by IMLS in the "Guidelines for Five-Year Evaluation Report" document. Both Dr. Himmel and Mr. Wilson revised and added content to the draft report and shared it with the State Librarian Charles Sherrill and with Assistant State Librarian/LSTA Coordinator Ashley Bowers to make sure that it would fully meet the expectations of the TSLA and comply with IMLS requirements. After incorporating feedback, they provided the resulting document to the TSLA in print and digital formats. Finally, the evaluators submitted the evaluation report in a format suitable for forwarding to IMLS.

FINDINGS

Program	Qualitative Evaluation Rank	Web Survey - Local Library Impact Rank	Web Survey - Statewide Impact Rank
R.E.A.D.S.	1	3	3
Tennessee Electronic Library	2	7	6
Technology Grants for Public Libraries	3	1	1
Materials for the Disadvantaged	4	2	2
Network Services Consultant Program	5	4	7
AGent Statewide Catalog	6	5	4
Interlibrary Loan/Resource Sharing	7	*	*
Library for the Blind and Physically Handicapped	8	8	8
Continuing Education/Training	9	*	*
Technology for Regional System	*	6	5

Table 2 – Qualitative Analysis Summary

A qualitative analysis of comments gathered through focus groups, interviews and a web survey was conducted. Details of this analysis can be found in Appendix F. The table above shows the relative ranking of LSTA-funded programs derived from the analysis.

LSTA Grants to States Priority 1
> ***Expanding 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***

Tennessee's 2008 – 2012 LSTA Plan anticipated carrying out five distinct programs that addressed LSTA Grants to States Priority #1. They were:
- Tennessee Electronic Library
- Interlibrary Loan Support Grants
- Continuing Education for the Purposes of LSTA
- Interloan Assistance
- Online reference service

Tennessee Electronic Library (TEL) – LSTA Expenditure FFY 2008 – FFY 2010 $2,836,570
(28.15% of Tennessee's total allocation for the three years)

TEL Database Searches	FFY 2008	FFY 2009	FFY 2010
Academic	4,948,991	7,541,263	7,913,653
Public	6,250,006	6,261,985	2,775,247
Schools	8,078,632	7,274,952	6,091,401
Special	738,978	102,567	109,932
TEL Portal	63,522	8,482,227	14,332,903
Total	**20,080,129**	**29,662,994**	**31,223,136**

Table 3 -Total TEL Database Searches by Type of Library

"We cannot afford to purchase databases for our library--TEL is a very important asset to us."

"I advocate for TEL any chance I get and love giving out the bookmarks advising patrons where to search for their specific topic. I could go on and on, but suffice it to say that the services we receive are what make our library able to meet patrons' needs in many areas."

"The availability of TEL makes it possible for us to stretch our collections budget and maintain a quality of service that would otherwise be very difficult."

"TEL is an unbelievable resource. There's help for all ages in almost endless areas."

" TEL provides the greatest value to our library. Patrons have the opportunity to access practice tests needed for career opportunities."

"TEL… targets all ages; it's not just for a certain age or genre."

The Tennessee Electronic Library (TEL) serves as a tremendous leveling tool in ensuring that all Tennessee residents have access to information. This simply would not be the case without LSTA support. The TEL program actually addresses both LSTA Grants to States Priorities 1 and 2.

Interlibrary Loan Support Grants – LSTA Expenditure FFY 2008 – FFY 2010 $490,611
(4.87% of Tennessee's total allocation for the three years)

INTERLIBRARY LOAN SUPPORT GRANTS	FFY 2008	FFY 2009	FFY 2010
Number of Organizations Receiving Grants	12	12	20
ILL Requests Filled (estimated)	72,000	72,000	93,000
Regional Libraries	12	12	12
Metrolpolitan Libraries	0	0	3
Independent Libraries	0	0	3
Academic Libraries	0	0	2

Table 4 – Interlibrary Loan Support Grants

The table above is somewhat misleading in that it indicates that Interlibrary Loan Support Grants were given to 12 organizations (the 12 Regional Libraries) in 2008 and 2009 and to 20 organizations in 2010. While this is technically true, the impact of the grants extends to public libraries across the State of Tennessee in that grant funds are used to purchase materials for libraries participating in interlibrary loan. The grants serve a dual function. That act as an incentive for libraries to fully participate in interlibrary loan (libraries that lend more, get more) and they also serve to enrich the collections of libraries which benefits both local users and other libraries through subsequent use of the materials through interlibrary loan.

The Interlibrary Loan Support Grants successfully address LSTA Grants to States Priority 1.

Continuing Education for the Purposes of LSTA - LSTA Expenditure FFY 2008 – FFY 2010 $65,512 (0.65% of Tennessee's total allocation for the three years)

Training Conducted Related to Tennessee Electronic Library	FFY 2008	FFY 2009	FFY 2010
Train the Trainer Sessions	3	3	4
New Volunteer TEL Trainers	68	57	84
Video Training Views	0	280	
Training Sessions for the Public Conducted by TSLA Staff	33	34	21
Training Sessions for the Public Conducted by Volunteers	37	30	39
Workshop & Webinar Attendees (estimated)	1,300	1,300	1,600
Webinars Conducted by Vendors	10	32	-

Table 5 – Training Outputs

OTHER CONTINUING EDUCATION FOR THE PURPOSES OF LSTA	FFY 2008	FFY 2009	FFY 2010
Webinars	16	5	10
Number of Librarians Trained	200	152	388

Table 6 – Additional Training Outputs

"Training… makes it possible for us meet the growing demands of our patrons."

"Training provided… is a critical tool in the success of libraries statewide."

"I have particularly enjoyed TSLA's in-service programs at our regional library as well as webinars that have been very helpful."

> "TSLA is doing a good job of in-services and workshops to train local staff to implement partnering and resource sharing."
>
> "The training offered provides the necessary skills... to offer exceptional service to every patron.
>
> "Training and education for staff are the most important. If we have the tools and the knowledge, we can then teach our patrons."

Training conducted using LSTA funds is limited to areas directly related to LSTA programs. Therefore, the training outputs shown do not reflect the entire scope of the Tennessee State Library and Archives' staff development effort. The outputs reported in the two tables that appear above are related primarily to staff development efforts related to the TEL databases. The acceptance and usage of the TEL databases and the understanding of the program by librarians in the field is evident from the comments received in the web surveys. Many libraries that have limited resources recognize the value of the TEL program and encourage use of it.

Most of the negative comments received regarding continuing education revolved around access to training session. Cost and distance are clearly factors that limit participation. In response, TSLA has aggressively pursued the use of webinars and other virtual training methodologies.

TSLA's activities under the Continuing Education for the Purposes of LSTA addresses portions of LSTA Grants to States Priorities 1 and, to a lesser extent, Priority 3 in that shared training experiences build linkages between and among libraries.

Interloan Assistance – LSTA Expenditure FFY 2008 – FFY 2010 $7,024 (0.07% of Tennessee's total allocation for the three years)

INTERLOAN ASSISTANCE	FFY 2008	FFY 2009	FFY 2010
Number of Items Requested	1,336	1,334	1,023
Number of Requests Filled	1,216	1,292	876

Table 7 – Interloan Assistance

The Interloan Assistance program is essentially the "back-up" interlibrary loan mechanism that is used to find and acquire materials that are not available using the State onine union catalog (AGent). This program directly addresses both LSTA Grants to States Priorities 1 and 3.

Online Reference Service (not pursued) – LSTA Expenditure FFY 2008 – FFY 2010 - $ 0

The last of the projected initiatives, the live reference chat program, was not pursued. A conscious decision to abandon this program was made based on two factors. First, TSLA believed that it was unlikely that ongoing financial support would be available to sustain the program after starting it with LSTA funds. Second, research into programs similar to the one under consideration indicated that such programs were often underutilized. As a

result, the State Goal for this service (Goal 1.3) was not realized and had no impact in addressing Priority 1.

LSTA Grants to States Priority 2
   Developing library services that provide all users access to information through local, state, regional, national, and international electronic networks
and

LSTA Grants to States Priority 3
   Providing electronic and other linkages among and between all types of libraries

Tennessee's 2008 – 2012 LSTA Plan linked LSTA Priority 2 and 3 together and anticipated carrying out five distinct programs that addressed networks and linkages (LSTA Grants to States Priorities #2 and 3. They were:

- Network Services Consultant Program
- Statewide Online Catalog
- Technology Grants for Public Libraries
- Bibliographic Services
- Technology for TSLA Regional Library System

Network Services Consultant Program – LSTA Expenditure FFY 2008 – FFY 2010 $1,401,261 (13.91% of Tennessee's total allocation for the three years)

NETWORK SERVICES CONSUTANT PROGRAM	FFY 2008	FFY 2009	FFY 2010
Number of Public Libraries Assisted	217	220	220
Number of Regional Libraries Assisted	12	12	12
In-Service Sessions on Technology Related Subjects	6	6	6

Table 8 – Network Services Consultant Program

"The Network Services Consultants are an extremely valuable service. We would not know what we would do without them!"

"The Network Services Consultants perform jobs that I as a librarian couldn't do and could never afford to pay someone to do."

"We could not offer computers for the public without the network consultants."

"Our county has an IT person, but he doesn't understand what libraries need and how we operate. It is much more productive to work with our Network Services Consultant."

"Network Services Consultants provide invaluable advice and go above and beyond the call of duty to keep our outdated internet equipment functioning."

"The network consultants save the libraries money!"

"The Network Services Consultants are priceless."

Statewide Online Catalog – LSTA Expenditure FFY 2008 – FFY 2010 $1,435,000 (14.24% of Tennessee's total allocation for the three years)

STATEWIDE ONLINE CATALOG	FFY 2008	FFY 2009	FFY 2010
MARC Records Added	65000+	83000+	80000+
Local Library MARC Record Downloads	124,679	137,443	155,548
Local Library Holdings Added	207,067	221,125	227,181
Number of Sessions	145,140	150,908	107,332
Number of Portal Searches	3,342,299	3,358,322	2,839,291
Total MARC Records in Catalog	1,902,203	1,899,962	3,764,393
Total Number of Holdings in Catalog	**6,848,419**	**7,609,591**	**7,834,657**

Table 9 – AGent Statewide Online Catalog

"AGent makes it possible for us to catalog books and share with other libraries."

"AGent allows processing materials to be much easier and faster."

"AGent has helped our budget as well. We are able to offer books (through interlibrary loan) that we do not have funding for or room to shelve to our patrons.

"The AGent statewide catalog has had a big impact as well since our patrons are also increasingly using ILL services more than ever."

"We would be lost without AGent."

"We use AGent daily for ILL requests both as a borrower and lender."

Interlibrary Loan is particularly important in Tennessee because many small and rural libraries have collections that lack the depth to fully meet the needs of their local patrons. The AGent statewide online catalog provides a tool that local libraries use both for interlibrary loan and for cataloging purposes. The program directly and successfully addresses LSTA Priorities 1 and 3.

Technology Grants for Public Libraries – LSTA Expenditure FFY 2008 – FFY 2010
$544,615 (5.41% of Tennessee's total allocation for the three years)

TECHNOLOGY GRANTS TO PUBLIC LIBRARIES	FFY 2008	FFY 2009	FFY 2010
Number of Libraries Receiving Grants	85	88	102

Table 10 – Technology Grants to Public Libraries

"Because of technology grants, we have been able to offer free computer and internet access to our rural patrons, many of whom cannot afford computers or the internet."

"The technology grant has enabled our library to implement a state of the art technology lab, outfitted with new laptops for patron use."

"Without the technology grants we would probably not have our wireless network at all. The grant has also allowed us to purchase new computers to replace some of our dinosaurs."

"We are a small library in a small county with a very small budget. Technology grants make it possible for us to have public access computers. If we didn't have the grants, we would not have the computers."

"Having access to this service (technology grants) is extremely important to keep our community moving forward and becoming more technologically literate."

"Technology grants have allowed us to offer job/college information/labs, purchase equipment for disabled, improve services/resources to children and elderly and to offer access to TEL. These other services would be useless if we didn't have the computers we get through the technology grants."

"The technology grants have made it possible to keep public access computers up and running for the public to use. In today's economic times, many of our customers have had to turn off their home Internet access or have never had Internet access. Without these grants, we would soon have to shut down our public access or severely limit it to one or two computers instead of the eight to eleven we have."

"The technology grants are important because there are so many people who can't afford internet services at home. Patrons fill out applications, file unemployment and fill out taxes on the computers we have purchased."

"Bluntly put, without the technology grants we receive, we would have NO computers for the financially strapped people of our County."

"Technology grants have helped keep Tennessee's libraries relevant. Public computer usage is one of the most popular services we offer."

The two previous comments do an excellent job of summarizing what Technology Grants mean to Tennessee's public libraries. Without the infusion of LSTA funds to help libraries acquire technology, some libraries would not be able to offer basic services such as Internet access and others would quickly become irrelevant in their communities. The matching requirement placed on the technology grants provides an incentive to local governments to invest in technology. Although this strategy places a burden on some libraries, it has been successful. Furthermore the combination of the Technology Grant program and the Network Services program has enabled Tennessee's libraries to offer a much higher level of service than would otherwise be possible. An additional side benefit of the Technology Grant program is that it has resulted in a higher level of standardization of technology, which, in turn, improves the efficiency of the technical support that is offered by the Network Services consultants.

This program successfully addresses LSTA Grants to State Priority 3.

Bibliographic Services – LSTA Expenditure FFY 2008 – FFY 2010 $352,626 (3.50% of Tennessee's total allocation for the three years)

Technology for TSLA Regional Library System – LSTA Expenditure FFY 2008 – FFY 2010 $239,585 (2.38% of Tennessee's total allocation for the three years)

The two programs listed above represent the basic service infrastructure necessary to make other programs work.

The "Bibliographic Services" program is a bit of a misnomer in that the program is a bit of a catch-all that includes coordinating and overseeing a number of programs ranging from e-rate coordination to the core role of overseeing the Union catalog and Interlibrary Loan service.

The Technology for the TSLA Regional Library System allows the Regional Library offices to serve the libraries in their respective regions. Funds are used to keep regional office technology up-to-date and have enabled them to use the Concourse System for circulating materials from the regional library offices.

The impact of these programs on the LSTA Grants to States Priorities is indirect and can been seen more clearly through an examination of the AGent Union Catalog, the Technology Grant Program and services related to interlibrary loan.

LSTA Grants to States Priority 4
  Developing public and private partnerships with other agencies and community-based organizations

None of TSLA's State Goals for LSTA nor any of their programs were directly linked to LSTA Grants to State Priority 4. This is not to say that there is no evidence of efforts to collaborate and to build partnerships; however, the collaboration and partnerships that have been developed are in the context of programs that are more closely connected to other LSTA Grants to States Priorities.

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

Tennessee's 2008 – 2012 LSTA Plan anticipated carrying out five distinct programs that addressed LSTA Grants to States Priority #5. They were:
- Materials for the Disadvantaged
- Regional eBook and Audio Download Service (R.E.A.D.S.)
- Tennessee Library for the Blind and Physically Handicapped
- Direct Service Grants – Job Centers
- Direct Service Grants – Gaming Centers

Materials for the Disadvantaged – LSTA Expenditure FFY 2008 – FFY 2010 $1,624,107 (16.12% of Tennessee's total allocation for the three years)

MATERIALS FOR THE DISADVANTAGED	FFY 2008	FFY 2009	FFY 2010
Number of Regions Served	12	12	12
Number of Metros Served	4	4	4
Number of Individual Libraries Receiving Materials	290	290	277
Number of Regional Libraries Receiving Materials	12	12	12

Table 11 – Materials for the Disadvantaged

"A large percent of our materials is purchased with LSTA money. If we did not receive the funding, we would be unable to replace it with local funding."

"The only way we are able to purchase materials for underserved populations is with the LSTA funds we are given by the state."

"Purchase of materials has been is very important to this library. We are a poor county and need all the help we can get with the purchase of materials."

"Extra funding for materials has allowed us to expand and improve our materials for disabled and disadvantaged users (i.e., audio books and large print)."

"The variety of materials purchased touches many lives."

This program is well loved by the public libraries of Tennessee since it directly enriches library collections. However, the impacts on the populations targeted in LSTA Grants to States Priority 5 are, in many cases, rather indirect. Some of the funds in this category have closely focus on targeted populations. Materials have been purchased to support outreach to Head Start programs, senior housing sites and daycare centers. Nevertheless, a large percentage of the funds are not as closely targeted and have been treated as collection enrichment grants by local libraries. In many cases, the acquisition of the materials purchased with these fund does have an impact on targeted populations. Many of the libraries receiving materials through their regional libraries serve populations that are rural, underserved and in areas characterized by a high rate of poverty. To this extent, the program is addressing Priority 5.

Many of Tennessee's small rural libraries are highly dependent on State and Federal funds for their collection development. In 2008 – 2009, State and Federal funds through the Materials for the Disadvantaged program were used to purchase almost 90,000 (88,493) items for Tennessee's public libraries. While the Materials for the Disadvantaged program may not be as focused as the evaluators might like, the program clearly has an impact on the ability of small local libraries to remain relevant to their needy communities. In short, this program does address LSTA Grants to States Priority 5 and also impacts TSLA's efforts to address LSTA Priority 1

Regional eBook and Audio Download Service (R.E.A.D.S.) – LSTA Expenditure FFY 2008 – FFY 2010 $398,219 (3.95% of Tennessee's total allocation for the three years)

R.E.A.D.S. Activity	FFY 2008	FFY 2009	FFY 2010
R.E.A.D.S. Circulations	178,985	261,793	443,077
New Patrons	6,057	8,251	17,282

Table 12 – R.E.A.D.S. Program Activity

"The R.E.A.D.S. program has become one of our top priorities in marketing our library. It's a terrific way to get people who normally do not come to the library to use our resources!"

"R.E.A.D.S. helps to keep libraries relevant…"

"My patrons are raving about the R.E.A.D.S. service"

"R.E.A.D.S. is a fledgling with tremendous potential impact"
"R.E.A.D.S. has the greatest potential for the future. A 21st century library's success will be measured by online services rendered as well as in-house."

"R.E.A.D.S. has and will exceed everyone's expectations. Kids that never read before are coming in and signing up to access these items. Older patrons are quickly jumping on board too."

The R.E.A.D.S. program was singled out for praise by many of the individuals participating in focus groups, interviews and in the Web Surveys. It was rated among the top three programs in terms of impact by the library community with many believing that it was the most important initiative that TSLA has undertaken with LSTA funds. Although the program was originally categorized as a service addressing special needs populations, it has found a much wider audience and probably should be re-categorized as a program that primarily addresses LSTA Priority 1.

Tennessee Library for the Blind and Physically Handicapped – LSTA Expenditure FFY 2008 – FFY 2010 $222,800 (2.21% of Tennessee's total allocation for the three years)

TENNESSEE LIBRARY FOR THE BLIND AND PHYSICALLY HANDICAPPED	FFY 2008	FFY 2009	FFY 2010
Individuals Receiving Service	8440	7229	6192
Institutions Receiving Services	209	203	198
Active Adult Users	7,942	6,756	5,795
Active Young Adult Users	90		110
Active Child Users	382	483*	287
Braille Titles Borrowed	3,324	2,548	6,178
Large Print Titles Borrowed	3,544	2,517	6,736
Audio Titles Borrowed	218,500	247,379	367,164
Descriptive Videos Borrowed	962	292	1,617

*combined child and young adult total

Table 13 – Tennessee Library for the Blind and Physically Handicapped

"…the Library for the Blind is just one of many resources for people that have difficulty using traditional library services."

"We have some patrons who cannot see the print and that's when we inform them about the Library for the Blind and Physically Handicapped. Just knowing there's something out there that they can utilize seems to bring a smile to their faces."

"I enjoyed the in-service held in Sparta by TN Library for the Blind and Physically Handicapped (LBPH). As a previous special education teacher and vocational rehabilitation counselor it moved me to know just how well we are caring for the needs of these valued patrons."

The transition from analog (cassette) talking books to digital talking books is clearly evident in recent statistics provided by the LBPH. In 2010 – 2011. Of the 264,639 audio book circulated,163,247 (62%) were in digital formats. This includes 41,182 items downloaded through the Braille and Reading Download (BARD) program.

The Tennessee Library for the Blind and Physically Handicapped program successfully addresses a portion (services to individuals with disabilities) of the LSTA Grants to States Priority 5.

Direct Services Grants – Job Centers – LSTA Expenditure FFY 2008 – FFY 2010 $45,000 (0.45% of Tennessee's total allocation for the three years) Note: Grants were only awarded in 2009 and expenditures during that year represented 1.32% of the total allocation for that year.

Direct Services Grants – Gaming Centers – LSTA Expenditure FFY 2008 – FFY 2010 $35,000 (0.35% of Tennessee's total allocation for the three years) Note: Grants were only

awarded in 2009 and expenditures during that year represented 1.03% of the total allocation for that year.

A total of 13 "Direct Service Grants" were awarded in 2009. These grants clearly target specific populations (job seekers and teens/families). Reports from the individual projects are impressive and provide some outcomes related to behavioral change. Due to the small size of the grants and the fact that they were carried out in individual libraries, the impacts of the programs, while real, are very localized. There is little indication that the programs have been used as models that might be emulated by other libraries although this would seem to be a logical next step.

Taken as a whole, the programs undertaken by the Tennessee State Library and Archives successfully address LSTA Priority 5 both in specific ways (LBPH and the Direct Service Grants) and in general ways (Materials for the Disadvantaged and R.E.A.D.S). In addition, the R.E.A.D.S. program addresses Priority 1 in a substantive way.

LSTA Grants to States Priority 6
> *Targeting 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 673(2) of the Community Services Block Grant Act (42 U.S.C. 9902 (2))) applicable*

None of TSLA's State Goals for LSTA, nor any of their programs, were directly linked to LSTA Grants to State Priority 6. However, several of the programs that are included under Priority 5 (Materials for the Disadvantaged and Direct Service Grants for Job Centers) clearly address needs outlined in LSTA Grants to States Priority 6. See LSTA Grants to States Priority 5 for information about these programs. The degree to which Tennessee's LSTA program addressed LSTA Grants to States Priority 6 is significant in spite of the fact that no specific programs fall under this category. By virtue of Tennessee's demographics, many programs that are designed for the entire population have the effect of reaching the underserved, rural communities and children from families with incomes below the poverty line. Tennessee's LSTA program addresses Priority 6, albeit in an indirect way.

Summation

Overall, TSLA's implementation of the LSTA Grants to States program under its 2008 – 2012 Plan has successfully addressed LSTA Grants to States Priorities 1, 2, 3, and 5 in real and measurable ways. While there is some evidence of impact related to LSTA Priorities 4 and 6, results are at a much lower level than what has been achieved in regard to Priorities 1,2,3 and 5.

RESPONSES TO QUESTIONS POSED BY IMLS

IMLS Retrospective Questions

1. Did the activities undertaken through the state's LSTA plan achieve results related to priorities identified in the Library Services and Technology Act?

Yes. The Tennessee 2008 – 2012 LSTA Plan was designed to address four of the six LSTA Grants to States Priorities (Priorities 1, 2, 3, and 5). The evaluators believe that the expenditure of LSTA funds has achieved measurable results related to all four of the identified priorities. In fact, a strong case can be made for a claim that the Tennessee State Library and Archives stewardship of the LSTA funds entrusted to it has generated results that address all six of the Grants to States Priorities.

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

The evaluators see evidence that TSLA has employed three basic strategies in its implementation of the LSTA Grants to States program. They are:

- State-Delivered Programs (as opposed to a sub-grant strategy)
- Direct Services to Residents
- Local Library Capacity Building

These strategies are directly related to the overall library service environment in the Volunteer State. The *Public Libraries Survey for Fiscal Year 2009*, which was released by IMLS in October 2011, shows that public libraries in Tennessee rank 50th of 51 states (The District of Columbia is considered to be a state for these rankings) in total operating expenditures per capita. Tennessee's $ 16.97 per capita expenditure is higher than only Mississippi's support level and compares to a national average of $ 36.84 per capita.

The three strategies selected have been chosen to maximize the impact of LSTA dollars on end-users. The employment of the state-delivered programs strategy is driven primarily by the fact that expending LSTA funds on sub-grants would be a "drop in the bucket" effort. Funds distributed in sub-grants might impact an individual library but would do little to address tremendous needs that exist. If sub-grants were used as a major strategy, they would quickly be absorbed and few long term changes would take place except in the few communities receiving grants.

The direct services strategy and the local capacity building strategies are in fact two sides of the same coin. They are efforts to serve as a primary service provider because local libraries are so limited in what they can do while, at the same time, attempting to strengthen the ability of local libraries to serve as credible access points to an array of services. In some instances, the State acts as an actual service provider, e.g., Tennessee Electronic Library. In other instances, LSTA dollars have been used to build local capacity, e.g., Technology Grants to Public Libraries. The desired outcome is access to quality library and information services for all Tennessee residents.

- <u>State-delivered programs</u>. The Tennessee State Library and Archives has made a conscious decision to employ a statewide service strategy rather than employing a sub-grant strategy in regard to the LSTA funds allocated to the State. It can be argued that

this strategy creates a dependency on the State Library. However, given the size, nature and needs of most of the State's libraries, the State-delivered service model appears to be quite appropriate.

- Direct Services to Residents and Local Library Capacity Building. Tennessee is a poor state. Median household income in 2010 was $40,034, placing it 47th among the states competing with of Mississippi, Arkansas and West Virginia for the bottom spot. This fact contributes to Tennessee's decision to employ both the direct services strategy and the capacity building strategy. TSLA attempts to provide the services that local libraries simply cannot afford (such as online databases and access to downloadable resources) and to help local libraries do the most that they possibly can with their limited resources through technology grants, materials grants and technology support services.

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

The strategies developed directly resulted in changes in how the Plan was implemented. Direct services grants (for job centers and gaming centers) were awarded only in FFY 2009. Subsequently, a determination was made to concentrate on the statewide services strategy.

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

The programs and initiatives delivered using LSTA funds had direct, positive impacts on the general public (Tennessee Electronic Library, R.E.A.D.S., Technology Grants to Public Libraries, Statewide Catalog, Interlibrary Loan Support), on disadvantaged residents of the State (Materials Grants, Direct Service Grants – Job Centers), on persons with disabilities (Library for the Blind and Physically Handicapped) and on library staff members (Continuing Education, Network Services Consultants).

IMLS Process Questions

1. Were modifications made to TSLA's plan? If so, please specify the modifications and if they were informed by outcome-based data?

The only actual modification of the Plan came before the implementation period began. IMLS requested a revision to the initial version of the Plan submitted in June 2007 to refine Goal 4 to reflect a focus of continuing education efforts on topics directly related to the LSTA Grants to States Priorities. The amended Plan was submitted by TSLA in August of 2007 and was approved by IMLS.

As was indicated earlier, TSLA also made a conscious decision not to pursue one of the Goals (Goal 1.3) outlined in its 2008 – 2012 Plan. The Goal called for the establishment of an online "virtual reference" service. A decision was also made to move away from the Direct Services Grants for the reasons stated in the section on strategies that appears above.

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

Performance metrics used in making the decision not to pursue the virtual reference program were very basic. A determination was made that due to reductions in the State budget, it was

unlikely that a new service of this type could be sustained beyond the availability of grant funding. Furthermore, professional literature showed that, in most instances, usage of such services was poor and the cost per reference transaction was very high.

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

It was apparent to the evaluators that program managers and administrative staff carefully review usage statistics and survey results gathered from all of TSLA's programs (whether funded by LSTA or with State funds). This information is used to assess the effectiveness of each program which drives planning for the next budget cycle. TSLA exhibits a willingness to change direction when changes are warranted and when performance metrics indicate that a different approach would be more productive. For example, TSLA is in the midst of a major reorganization of its regional library system. The regional library system, which is supported with both State and LSTA funds, is in the process of being re-invented to eliminate out-dated processes and to employ best practices as well as new and emerging service models.

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

Having adequate staff time to implement a robust outcome-based evaluation program has become even more challenging than it was in the past. However, TSLA is not alone among states in experiencing staff reductions within the SLAA. Employing more efficient methodologies to collect and analyze data and collaboration with other states are potential strategies for dealing with this issue.

IMLS Prospective Questions

1. How does the SLAA plan to share performance metrics and other evaluation-related information within and outside of the SLAA to inform policy and administrative decisions during the next five years?

As was stated above, many states find themselves in the position of desiring to collect quality outcome-based data but lacking the staff resources to carry out the task. The answer may lie in multi-state, regional and national cooperative efforts instead of at the individual state level. The work of IMLS to identify similar programs and to create logic maps and results chains (the "Measuring Success" initiative) is a helpful step in this direction. Shared efforts are more likely to produce outcome-based evidence of the significance of LSTA funding on the lives of real people.

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

The existing program evaluations plus the input gathered by the evaluators through focus groups, interviews and the web-based survey will be used in going forward with the new LSTA five-year plan. Analysis of these tools has already pointed to some new benchmarks that can be used in the upcoming plan.

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

It is important to identify specific steps in the evaluation plan which will lead to gathering of needed data at the outset. For example, if the plan calls for increasing use of a service, the evaluation plan would specify when and how that measurement should be taken. The 2008 – 2012 Plan included many such measurements, perhaps too many. Given staff shortages, this may be an instance where less is more. Identifying fewer, improved measures and carrying through on gathering the required data may result in better evaluative data that requires the allocation of fewer staff resources.

IMLS Optional Prospective Questions

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

Design outcome evaluation protocols for every project, perhaps based on the rubrics developed by State Library Agencies with IMLS and with assistance from a trained evaluator, and make sure evaluation instruments are put in place during the next round of LSTA planning, so that comparable data can be collected at each site and event during every year.

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

Review the format for collecting annual reports at IMLS to allow for quantitative data to be shared – charts, graphs, etc. – to encourage comparative and trend analysis.

Share all of these – protocols, instruments, dashboard, and annual reports – nationally, so that individual states can take advantage of practical solutions to data gathering for evaluating outcomes, for studying and comparing processes, and for improving results.

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

The 2008 – 2012 LSTA Plan has served Tennessee libraries and their users very well over the past three years. Focus groups, interviews and surveys all demonstrated enthusiastic support for nearly all of the programs undertaken in the 2008 – 2012 Plan. It is likely that the programs included in Tennessee's 2013 – 2017 LSTA Plan will bear a great deal of similarity to those in the 2008 – 2012 Plan. The difference will likely be a matter of emphasizing electronic/digital services (TEL, R.E.A.D.S, and technology support) and refining the focus of expenditures on physical materials (Materials Grants for the Disadvantaged). The Library for the Blind and Physically Handicapped is likely to provide a microcosm of how the transition from physical items to digital downloads will unfold. LSTA will have a role to play in how new service models for special needs users develop.

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

A reaffirmation of the decision to move away from Direct Service Grants (sub-grants) is likely the only area recommended for elimination. A reorientation of some other programs is also in order. For example, R.E.A.D.S. originally had a "disabilities/disadvantaged" focus. As it has unfolded, it is probably more aligned with LSTA Grants to State Priority 1 (Expanding services for learning and access to information and educational resources in a variety of formats) rather than Priority 5 (Targeting library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills).

COSTS ASSOCIATED WITH THIS EVALUATION

- Cost of contract with evaluator $ 15,000
- Internal (SLAA) cost estimate $ 5,000
                Estimated Total $ 20,000

APPENDIX A: Focus Group Summary

Five focus group discussions were held: a trustees' session and a directors' session on October 11th in Kingsport in conjunction with the 2011 Trustee Workshop, a trustees' session and a directors' session on October 13th in Crossville in conjunction with the Trustee Workshop there, and a regional directors meeting in Crossville on October 12th. A total of 37 people participated in the discussions.

Trustees   **10/11**   **Kingsport**

Which of the LSTA-funded programs or jointly-supported programs has had the greatest impact on your library?

Tech grants; couldn't buy what we need without that
Regional book purchases
READS (Regional Electronic Audio Download System, i.e., downloadable books)—more and more important
ILLs
Computers—tech grants
Access to computers, kids are getting access now; adults too. We can't have enough!
Access to 'DVDs and music is important for kids

Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to your library?

Provide books
Consulting services; being there at board meetings is very important.
The shared catalog
Great courier system
TEL (Tennessee Electronic Library)—wonderful, but people lack knowledge of it; they think of it as a research tool for students; it's underpublicized.
We're short staffed so it's hard to find the time to explain what's available and how to use TEL
Large print is heavily used.

How much of an impact do these programs have on your ability to deliver 21st Century library service?

Huge impact; we're not wealthy so we would be very limited without LSTA. I've never done it, but people have to take advantage of the technology available. I like to see little children get tickled when they get books; we won't ever do without books.
My sister can enlarge downloadable print…I've downloaded on my Kindle and then increased the print size. You can't do that with regular books!
READS and TEL are being used more and more as young people come in.
My Kindle goes with me everywhere; my Bible is in there.

Kids at church were told to email/text their friends; we have a charismatic minister who reaches out with the new tools.

I'm amazed at the encouragement the librarians are doing with the young who are timid about using things.

It's not just kids who are timid.

Library staff is doing a bang up job. I'm pleased that they treat kids like equals, don't talk down to them.

Technology is good, but you have to use it. I feel like a curmudgeon, but we still gotta break the ground and have buildings. I don't want a Kindle, want books!

We use the tech consultants a lot!

To what extent do you believe Tennessee's implementation of its LSTA Plan has furthered the purposes of the program (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships)?

READS

Increased public access to computers

Library is acting as a community center with the computers; a part of that is people looking for work and kids after school. Library acts as an extension of the school.

My library needs more access after school. It's a problem when the library isn't open when the kids could get there; it's closed when I'm available.

We need more hours.

All of our libraries lack funding.

Anything else you'd like to add? Any other comments?

People can use the library rather than having to buy books.

People don't know they can download at the library.

Population changes and the need for libraries shifts to other (new) places. We need a new building.

TEL means people can use the resources without having a library building.

Public Library Directors   10/11   Kingsport

Which of the LSTA-funded programs or jointly-supported programs has had the greatest impact on your library?

Tech grants—my library couldn't keep up without those; we'd have to redo our entire budget without that support. Technology equipment is an important component of libraries now.

I'd agree.

It's difficult, but we do make the match…you don't ask for more than you know you can make in match.

#2 would be the READS system. Just within the last year it has really taken off.

Kindles are in now; people ask if things are compatible with Kindle.

It's free for people. Otherwise we couldn't provide it.

TEL is more important as #2 for me because it's free.

READS is growing very quickly. *(Not in all the libraries represented by the group)*

I wouldn't want to lose the materials funds; we've depended on that for years.

ILL funding is important too.

My branch relies heavily on the materials funds; we have a very limited materials budget.

The materials dollars tie in with the technology budget…if the materials budget takes a hit, LSTA mitigates the technology costs.

Many people can't buy Nooks or Kindles, so we can't do without the materials budget.

There are many places in Tennessee without broadband.

It takes both technology and materials in today's library.

Many of us have learned to take care of some of our technical problems. The consultants are overworked---but still needed. Their workload is heavy.

Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to your library?

In my region it's the courier, the joint catalog, and internet services.

In my region we have our own internet service; I use the consulting advice.

How much of an impact to these programs have on your ability to deliver 21st Century library service?

The programs give us something to build on. LSTA provides the backbone and we can build on that.

Have specific improvements or advances in library services taken place in the last five years that are largely attributable to the availability of LSTA funding?

There's increased computer use.

READS—digital books; much higher demand for them.

TEL has helped our budgets…ancestry.com, et al are accessible across the state now.

Paper books of tests walked away, but that doesn't happen with the databases. *(Tests remain available because people can't take them away and not return them.)*

People are surprised at how many tests are available online with TEL (learning express database).

Databases and journals, full text skews to students.   The average patron is more likely to Google.

It saves us money to have the journals available in the databases, even if they're not used heavily in public libraries.

The Johnson County Public Library gets college kids coming in to use TEL.

The public library is back-up for the online students; they use the public library.

They can have the librarian proctor exams.

What's different in your library in last 5 years?

Social networking; Facebook pages, email blasts as text…we try to get things out. We have about 200 people on our Facebook page; it's a good way to reach people.

To what extent do you believe Tennessee's implementation of its LSTA Plan has furthered the purposes of the program (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships)?

Consortium catalog in Watauga.

Matching grants—we work with community organizations to come up with the match.

TEL has expanded our services because it lets us reallocate our dollars.

Collections—let us work with Headstarts

24-hour library (TEL and READS) has expanded our service hours. People can access something all 24 hours.

READS is hard to get people started on—it's hard to set up.

Anything else you'd like to add? Other ideas or comments?

There's less red tape involved in using LSTA funds---things happen fast with LSTA.

Everything works together well.

We use TEL—if you had to buy all those resources, you wouldn't have enough room in your library.

With TEL things are updated and kept current.   No more outdated books!

It's equitable. Every library in the state has access to the LSTA funded things.

LSTA funds alleviate the digital divide in the state.

We wouldn't have things on a par with the big libraries without LSTA.

We'd still be working with volumes and volumes of Readers Guide

TEL saves people time and gas.

We wouldn't have the resources for higher education in my town without the databases, even though we do have college students. There aren't parking issues any more.

EQUITY!

Regional Directors   **Crossville**   **10/13**

Which of the LSTA-funded programs or jointly-supported programs has had the greatest impact on the libraries in your region?

Tech support (NSC--Network Services Consultants)   *(Nods of agreement)*
In Cumberland County only one of the eight libraries has an in house tech support person.
Coordinators can do some, but they need this higher level of support.
None of the 15 libraries in my region has tech support on staff.
Only one of the 13 in mine has tech support staff; 12 libraries would be devastated without the tech support.
Only one of my 13 has tech support staff.
None of the 20 in my region has that staff.
NSC is especially important in the higher level of networking needed now.
Tech support also helps with building issues…where wires should go, etc.

There'd be no computer access if the libraries didn't have the tech support…for job support, training, computer skills for library users. Tech support keeps those computers running.
We can have a larger number of computers because of the tech support.
Libraries are better able to serve people because of TEL; all of that works together.

Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to libraries in your region?

Libraries get materials thorough us; we give them guidance on what to buy.
Upper Cumberland had one library without a materials budget.
ILL Assistance—and give money for buying materials too.

My libraries are so poor; I think they're all disadvantaged in some way.
Without READS libraries couldn't do those types of materials on their own.
My libraries can't afford the $1,000 to begin a virtual library.
READS is available to any library in a region, but for $1,000, a library can buy more on top of that for our own downloadables.
Regionals administer all those things provided to libraries from LSTA and state funds. We add materials to AGent, funnel things to the NSCs.
Where regions make life better is that they provide training and support for all those things that LSTA makes possible.

How much of an impact to these programs have on your ability to deliver 21st Century library service?

READS!! That wasn't implemented until the LSTA dollars started to flow. We've added the Learning Resource Center, and Heritage Plus and Worldbooks.

Years ago we got the Gates grant, but those warranties are expiring; so, I've been pushing the tech grants. Statewide there were 102 grants funded.

The Gates grants were wonderful, but they didn't provide staff equipment. Tech grants can be for software, printers, e-books too! The tech grants have allowed libraries to expand.

Many of my libraries are not automated. Tech grants will allow those libraries to join in; that was just announced.

We've added a 5th NSC too.

To what extent do you believe Tennessee's implementation of its LSTA Plan has furthered the purposes of the program (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships)?

Resource sharing…TEL and READS…individual libraries don't have to buy those materials.

ILL—Watauga courier, we're expanding that statewide.

AGENT

Many things fall under all of the purposes…LBPH; we buy lots of large print and audio materials; Spanish materials too.

TEL lets us reach schools

There are no authentication requirements for TEL; for READS you have to have a library card.

READS is a regional service program. We use LSTA for it, but also state money for materials.

Yesterday I talked to a trustee who wanted to know how he could get that book on his Kindle.

We got a strong reaction yesterday in East Tennessee about READS.

LSTA levels the playing field; Kindle use has grown by leaps and bounds.

Our libraries will be connecting with large print users, daycares, and Headstarts. We used to do that through the regionals…those are strategic partnerships now!!

What should be priorities in the next LSTA plan?

We need to find a way to encourage libraries to add staff.

They need help with all kinds of human resources assistance and training. They need training from a statewide perspective…high quality stuff.

ILL—as people use the courier, many more libraries will want to be involved and use the courier more.

Libraries will be working more with schools.

We will need tech support for small libraries.

Still will need materials

Outreach: can do direct service grants, how to do outreach, materials.

LSTA for retrofitting buildings for technology

Trustee certification

Leveling the playing field should be a priority.

Improve broadband—READS would take off even more if broadband were available.

Children can access an encyclopedia anywhere!! Blows me away!!
Kids use READS for required books!!

Trustees   Crossville   10/13

Which of the LSTA-funded programs or jointly-supported programs has had the greatest impact on your library?

Technology grants—for keeping up in the numbers of computers; we couldn't have kept up without the grants. *(Several nods of agreement)*
Technology assistance is also important for us.
I agree—they're about equal in importance.
READS is # 2 for us. Use just keeps growing all the time; READS will help with getting students and young people into the library.
READS is less important in my area; people there are too poor to have e books. #1 for us is TEL. It's wonderful that all those test books are on TEL now.
TEL is linked with every school library.
On a personal level when I was a grad student, it was wonderful to be able to use TEL.
READS is #2 for us—use is growing; it's #2 after the technology grants.
The technology assistance is wonderful!! Our computers are often down; we couldn't keep things going without the technology assistance. It's too bad we have only one overworked NSC person.   They need to put more money in that. It's no good to have equipment if it isn't installed or running.

Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to your library?

They provide staff training. We're looking for a director and the interim director is struggling…training staff at all levels is so important.
It's wonderful to have that support.
Technology support
When you have problems, situations, there's somebody at the region to help.
I wish the regions could coordinate between libraries more. We see each other only at training sessions; that's the only time we get to talk. *(NOTE—they were referring to these trustee workshops as "a training")* I'd like director/trustee workshops for individual regions; help us get to know each other better.

How much of an impact to these programs have on your ability to deliver 21st Century library service?

The programs just wouldn't happen without LSTA. How would you attract the next generation if you didn't have electronic access to things? We wouldn't have any electronic materials without LSTA.

Our county development office uses TEL!

Have specific improvements or advances in library services taken place in the last five years that are largely attributable to the availability of LSTA funding?

We wouldn't be able to function; we'd have only one or two public access computers. We have twelve and they're full all the time.

The library is a step child to our county government, a red haired one at that!

Library isn't mandated. County government can't see the return on investment in the library.

We have to have the state and federal support.

Maintenance of effort is essential!

We've really focused on the commissioners…we aren't getting more money, but they do seem to understand better. We give them a quarterly report and once a year we do a PowerPoint.

To what extent do you believe Tennessee's implementation of its LSTA Plan has furthered the purposes of the program (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships)?

The tech grants improve access; ILL improves access and sharing.

The first 3 on the list (access, resource sharing, reaching out to individuals with special needs) are all OK, but we're all looking at you like deer in the headlights on strategic partnerships…

Libraries do connect with other organizations; our city mayor lets us use other buildings, etc.

Lots of people don't know what's in TEL or what READS is about.

It would be good if the state library could pay (salary/wage) for my staff to attend training. I don't have enough staff to cover if someone goes away for training.

We do our own outreach now—region helps by buying materials, but we do the outreach.

Could there be a pot of money for that?

Public Library Directors   **Crossville**   **10/13**

Which of the LSTA-funded programs or jointly-supported programs has had the greatest impact on your library?

Technology assistance and the technology grants… the assistance is wonderful it would be very expensive to get that high quality of assistance on our own. The grants are how we replace our computers and equipment.

It's READS for us---that's really taking off in our region.

The materials for disadvantaged—that's #1 for me.

I used those materials grants to start core collections –have added to all areas over the years, and large print too.

ALL of the programs are important!

We used a tech grant to create a mobile laptop lab; that has greatly expanded what we can do.

TEL Learning Express is heavily used by home schoolers; job and careers and the practice tests are heavily used too.

We've had a 20% increase/month in the use of READS.

LBPH gets kinda weak use…we don't use that a lot.

Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to your library?

READS and TEL—the TEL things that are tools…we were afraid our maintenance of effort wouldn't make it and we'd lose READS!

For us it's the support—beyond just technology. We call and ask them questions—how to do this, what's legal in this area?

We've been without a regional director and we're hurting; I'm afraid maintenance of effort is an issue we won't be able to deal with on our own.

Our regional director is wonderful for us on that (maintenance of effort).

We'd be radically different without the regions; we wouldn't have the online catalog, lots of our technology; probably 1/3 of our materials wouldn't be there.

Our staff get training that gives them job satisfaction…region does that.

On the other hand, I dislike having to contact the regional to get to the state techies. They're hard to get a hold of; that process could be done better.

How much of an impact to these programs have on your ability to deliver 21st Century library service?

Until recently we couldn't get e-books through our system. Now READS helps us reach those young people.

We get everything plus the databases we couldn't afford.

We'd have to go backwards if we didn't have LSTA support.

We couldn't have databases without LSTA…Ancestry charges $2,400/year; Heritage quest via TEL is so much cheaper.

Without LSTA we'd just be lending books.

We don't have databases and e-books, other than just a few. We can't afford them.

READS and TEL use will really increase over the next few years.

Have specific improvements or advances in library services taken place in the last five years that are largely attributable to the availability of LSTA funding?

Tech grants have given us lots of computers.

Us too…we also have a mobile lab and can use the meeting room for that. Forty percent of our county people are without internet.

An interesting thing is seeing how people sitting next to each other at the computers are helping each other. Computers are helping people make connections with each other.

To what extent do you believe Tennessee's implementation of its LSTA Plan has furthered the purposes of the program (specifically, improving access to library services, increasing resource sharing activity, reaching out to individuals with special needs, and building strategic partnerships)?

We have a blind couple who use LBPH, but also READS.

TEL—people wouldn't have access without that.

Sevier County has a community agreement with ETSU (East Tennessee State University) for community services clients; we're going to introduce them to databases.

The County Adult Education program…we're supporting them. People can get courses through TEL; we want to introduce the students in the adult education classes to science, have them in the library.

The more you know about the databases, the more you see how they can be used…increase people's critical thinking skills.

Georgia Tech uses our computers for a class.

The state uses this money wisely!

I'm looking forward to the courier service! It will make resource sharing easier.

APPENDIX B: Personal Interview Summary

Eleven individuals identified by Tennessee State Library and Archives staff were interviewed via telephone. The purpose of the interviews was to provide background information for the consultants and to gain the perspectives of Tennessee librarians and supporters regarding the impact of LSTA funding in Tennessee. A list of those interviewed follows the comments made in those interviews.

In your opinion, which of the LSTA funded programs/initiatives have had the greatest impact since 2008 in TN? Can you give me an example or examples to illustrate your answer?

From a regional perspective, this is the only region with a courier; we moved 78,000 items last year. We get the lion's share of the ILL reimbursement. It's a big incentive for libraries to share…they get it! Within the AGent system my libraries loan the most, even paying postage. The financial incentive has been great; it lets my libraries buy lots more.
We're very high tech; you have to keep up; we require our libraries to have a minimum memory…they have to keep up. To get tech grants they put an amount in their budgets every year…it's just expected so that they have the matching money.

TEL (Tennessee Electronic Library) and READS (Regional Electronic Audio Download System, i.e., downloadable books)——it just all flows together; we use the technology; we have equipment, so we use them both.

READS has the highest impact, not on users, but it helps member libraries move toward the future. READS is a new way for them to provide services; now members can also add to what we provide too. I'm very proud that her regional moved in that direction. Greatest impact to users is buying the physical books.

I would say TEL…usage has increased. TEL stats would show that; they're broken down by library type. At Belmont we've saved thousands of dollars because of TEL. It lets us expand what we buy for our students. Students in many schools wouldn't have access without TEL.

NSC has had the biggest impact that's visible to local people. TEL is even more far reaching in effect because it serves everybody. I don't think we promote TEL as well as we could, especially at the local level. When someone who knows how to use it retires, we lose that capability. READS—we have the highest READS circulation by region…by far. We have lots of retirees and growth, but high speed internet is not as good in the outlying areas.   Christmas will have a big impact as people buy readers as presents. We have 300 people waiting for help; we have to support this (READS) or we'll lose them. ILL support has least impact although the impact of the courier will help that. The post office is not cheap!

For us—READS, NSC, tech grants…all of them! We don't have an IT person; we rely on the tech people at the regions. TEL is an important resource for students.

TEL is valuable; many kids use the practice tests. We use AGent; our collection has only 8,500 books. Tech grants helped a great deal. We weren't automated eight years ago; we've automated and couldn't have done that without the grant. And we are on a cycle to get two new computers each year through the tech grants. We do appreciate that. They're really important for small libraries.

Without the technology grants we wouldn't have as many computers. We replaced staff computers this year. We don't participate in ILL because we charged postage. It would have lost us money so we couldn't afford to participate. We have gotten several LSTA grants: for underserved populations; we have daycare centers and got a grant to update those collections—big readers, Spanish language, large print.

We're not eligible for READS because we were Metro. We have a separate contract with OverDrive and Net library/EBSCO. We had a fundraiser last week for e-books and downloadables.

READS—small libraries couldn't do that alone. Also tech grants—it would be hard to buy on our budget—it's an incentive to keeping ILL with new circulation. We don't have money to mail (Friends give us $40/month to mail ILL). We have no funding for materials. TEL—our county is not motivated to educate, so TEL isn't used as much here as elsewhere. Worldbook on TEL is a good idea.

All help our library tremendously. With the technology grant we got 13 computers this year; the biggest impact for patrons includes using TEL to do resumes.

TEL!! Can't live without it…it's a huge part of my professional life. School uses it every day; we're the top user in the state.
Students use it heavily. We also have other databases; school is well funded, but TEL is important for leveling the playing field.

TEL is a big positive factor, although we continue to fight ignorance about what TEL can do—especially in schools. READS is dramatic for us once we got it started. AGent doesn't have much impact for us; we're part of Fort L. Materials for disadvantaged?? I'm unaware of that. We have our own IT. Tech grants have kept us afloat. Technology upgrades would have been hard—Friends provide our match. That lets us add public computers.

Have specific improvements or advances in library services taken place in the last five years that you believe are largely attributable to the availability of LSTA funding?

As budgets shrink…but more people keep coming in—having LSTA helps level the field in strategic areas. Keeping up with technology has helped my libraries grow.

LSTA pays for maintenance of READS; wouldn't have happened without LSTA and TEL.

Being able to offer technology…NSC. Small, rural public libraries wouldn't be able to do things without the services they get through the network services coordinators.

Yes…amazing changes are coming! We were slow with the B-TOP grants, but those are changing lives. We're effective in getting the NSC out and keeping the library network going. Larger libraries are getting their own technology person, but smaller ones can't afford to do that. Henderson still needs the expertise of NSC even though they have their own IT person.

Definitely yes—access to READS ad TEL and AGent-ILL. We can get materials from all over the state; gives our patrons access to books and access to the internet they can't get at home.

We wouldn't have the circulation system; computers wouldn't have been replaced. We would have gone backward in what we could do.

Technology…we now have wireless at the branches; we wouldn't have gotten that without LSTA.

We just started using the services of the state…have had a 1000% increase in our circulation.
We have added databases, created a new training manual; send out TEL trainers.

READS, TEL, and tech grants

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

We've tried to go bare bones here in the office so that library materials budgets aren't cut. TN has done a good job in deciding where LSTA goes…to high impact things …so I wouldn't shift to other things. The reorganization should take care of those things. TEL, READS, NSC (Network Services Consultants) are all so important; they have high impact; I can't imagine siphoning funds off from those.

We will be making some changes. Statewide ILS will begin soon; would be an obvious use of LSTA; locals will pay part…if needed, LSTA would be provided.

Could LSTA funds be used for outsourcing processing?

Training—it's gotta be there…Regionals spend money to train trustees, but not library staff. We just plain need training at every level. We're 21st century libraries, but I have trustees who haven't attended any workshops! And I have directors who are ready to plan, but they have trustees who don't get it!! One library wanted to allow flu shots to be given at the library on a Saturday, but the board wouldn't let them. We gotta open their minds!!

Materials for disadvantaged category could be relaxed a bit to allow librarians to choose more, other things.
The regional served 3 head starts; now we have to do that. Could LSTA fund materials for serving the head starts? We can handle the processing.

E-rate is separate; we depend on that. Our materials budget hasn't increased. Special collections: large print, Spanish, easy readers---currently those are from state funds, but could they be covered by LSTA? If you order though the state, that's good, because the city can't tell you which item(s) to buy.

We're a Level 3 library; we had a processing person, so that's not a big deal. We've cut out daycares; they're private businesses anyway. Cuts were understandable—don't have a deep impact on us. We need a technology person; I'm OK with the change.

Regions reconfiguration—having a second in command who's a professional librarian. It's crucial that that person have both technology expertise and knowledge of libraries. If the state funding is reduced, could LSTA help with that position?

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

They do some things better than others…we've accomplished a lot in at least the first 3.
We have great partnerships through our automation. NE Tennessee State, East Tennessee State U., we provide courier service to them; they've opened up AGent to the state. In the last 5 years we've really leveraged that. The universities get LSTA funds for doing that.

Dramatic!! TEL brings in all types of libraries and frees up funds in local institutions to buy more to loan.
READS is public libraries, but all levels/sizes except the METROS.
READS and TEL—are digital, so they extend out to homes and to people who can't get out. Surveys of users say…"I'm sick, handicapped, and this service is wonderful."

With ILL support and AGent—there's been a bit impact!! Tennessee's implementation has supported the purposes in every way…TEL provides important access. AGent and ILL support increase resource sharing.

Important for access: TEL and READS
Resource sharing—NSC are shared, help others with their expertise
Materials sharing…
Special needs---LBPH, wonderful newsletter.
Strategic partnerships—with Department of Labor (8-10% unemployment here); we're training staff to help. Wish we partnered with other/more agencies. There seems to be a problem because under the Secretary of State.
We need to do more on PR—telling the story of what local libraries do. At the state level we're doing a pretty good job of getting that word out, but it needs to be an ongoing force.

Excellent in all four categories. Special needs—materials for disadvantaged; tech grants let us purchase materials for those with special needs.
Partnerships is resource sharing, but I have the least awareness of this.
We get B-TOPS, that's strategic, coordination between state and federal agencies.

These are important: Special needs—we just refer them to the state library; Strategic partnerships—don't know how we'd do that; Improving access—people have to come to us; Sharing resources—being in the consortia helps with that. There are lots of needs here.

Resource sharing hasn't changed for us. Access for more people; improved partnerships has gotten us out talking to other agencies, museums for example.   Gets us more involved in the community.
Some libraries have people from the state install their computers. We have some staff to do that, but not enough time. Could metros be helped that way, have technology consultant help that way?

The first 2 are being done well. Special needs—not much used in my area, but it is there and available.

Partnerships—we've had training, etc. State has partnered with USDA and they are trying to encourage us to partner.

State has definitely made it possible to do those things; she owes last year's successes at the library to the state's help.

Access—access to quality resources 24/7 to all citizens. It's also resource sharing—to all in the state. Special needs—citizens without computers at home (poverty) can have access to information too. Partnerships—committees to select the databases and do training were people from all types of libraries. TEL is a huge collaboration.

Helped with improving access—READS, TEL, making computers available.
Resource sharing—I don't know. Our ILL is stable, we had to drop charging patrons the return postage. I'm not sure I agree that patrons shouldn't have to pay.
I don't know about special needs. It has been hard to reach out to Spanish speaking people although I went to the workshops on it.
Partnerships-- Philosophically that's great, but it's hard without resources.

What do you think should be the highest priority in terms of addressing the library service needs of TN residents in the coming 5 years?

 Continue what we're doing. If we had to change…look to the future to use the funds as seed money. I don't know quite how, but…look for trends, put money into that. Maybe direct services grants?

Statewide ILS will hugely impact the state…will extend AGent too. So resource sharing will be great. The courier will help too; maybe converting records of those joining. And READS and TEL. Less important are the direct services grants; they don't have as large an impact as the statewide programs.

Anything that would expand network services, i.e., expand personnel in technology support. Tech grants are also helpful. Expand tech support! TEL is huge and really important; it needs to be secure. It's important for students to know how to use those resources and for the resources to be consistent across public, school, and academic libraries. Continue the tech grants and ILL support. State library could really take that on even more.

READS and TEL…continue and expand those if possible. With the rate of change, in five years we're going all electronic. I thought it would take 20 years. Publishing is changing; we won't need ranges and ranges of books. People will need access to lifelong learning resources and electronic books will definitely feed into that.

Insuring that libraries can provide patrons with current technology; TEL; READS; technology/internet.

We've got to stay valid—relevant. Stay up on technology; got to have something to offer the public.

Library needs staffing; patrons need more hands-on help than before. There are 40 year old men coming in, unemployed, and they can't type. We want to get Kindles, etc. for staff so they know how to help users with them. Staff needs training on service.

We have EPB (fiber optic service provider) in Chattanooga. Their people are trained for public service and they work well with people; that's the model I'd like to emulate.   We need both increased staff and staff training.

We are going with the new courier, great solution. Letting those of us who can process do it; what we really need is more official status as librarians. We're under county control now. All we have is maintenance of effort, but I'm a department head and I make $29,500 while all the others make $50,000. The minimum salaries of other department heads are set by the state. Librarians have no state protection. We're quality people doing quality work, so we should be paid more. I want respect!

Continue with the current focus: technology; getting technology available to our customers, i.e., TEL and READS. There's just lots left to be done here.

TEL, of course.

A statewide ILS---we were interested, but they went with the cheapest vendor, so we won't be able to participate. I'm disappointed. Keeping us abreast of technology is a daunting task. And keep people educated about that; continue the tech grants.
I'm a fan of READS!

Interviewees

Marion Bryant, Blue Grass Regional Library
Cynthia Carmack, Millard Oakley Public Library
Cathy Evans, Director, St. Mary's Episcopal School Library
Melodi Goff, Elizabethton-Carter County Public Library
Dara Gonzales, Munford Public Library
Betty Jo Jarvis, Highland Rim Regional Library
Eva Johnston, Chattanooga—Hamilton Bicentennial Library
Sue Mazaros, Belmont University, Collections Management Librarian
Kathy Pagles, Blount County Public Library
Nancy Renfro, Director, Watauga Regional Library
Mark Tidwell, Jellico Public Library

APPENDIX C – Web-Based Survey Summary

1. Please rate the degree to which each of the following programs has a positive impact on library services in YOUR library.

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
Technology Grants	0.9% 1	0.0% 0	0.9% 1	5.4% 6	9.9% 11	82.9% 92	100% 111
R.E.A.D.S. (Downloadable audio and e-books)	0.9% 1	5.4% 6	3.6% 4	10.8% 12	22.5% 25	56.8% 63	100% 111
Tennessee Electronic Library (Online Databases)	1.8% 2	4.5% 5	10.7% 12	17.0% 19	26.8% 30	39.3% 44	100% 112
Network Services Consultants	6.3% 7	8.0% 9	5.4% 6	7.1% 8	15.2% 17	58.0% 65	100% 112
Tennessee Union Catalog (AGent Statewide Online Catalog)	1.8% 2	2.7% 3	2.7% 3	18.9% 21	26.1% 29	47.7% 53	100% 111
Purchase of materials for library collections	0.9% 1	0.9% 1	2.7% 3	4.5% 5	16.1% 18	75.0% 84	100% 112
Library for the Blind and Physically Handicapped	9.0% 10	21.6% 24	17.1% 19	23.4% 26	20.7% 23	8.1% 9	100% 111
Technology for the Regional Library System	7.3% 8	6.4% 7	3.6% 4	12.7% 14	25.5% 28	44.5% 49	100% 110

2. Briefly tell us about the impact that your highest ranked service(s) has had in YOUR library.

Count	Response
1	All necessary to our patrons
1	Databases and R.E.A.D.S. have high usage in our area. We also do a lot of ILL.
1	Grants for extra print and non-print materials. Computers for the public are also a need
1	Helped us to keep up the changes in technology.

Count	Response
1	I belong to a Metro library so only receive some services.
1	Implementation of more public access computers
1	Increases sign-ups and the ability to acquire tech devices and products
1	Purchase of materials for library
1	Tech grants have allowed us to update computers.
1	Tech grants are very important in acquiring new equipment. NSCs give valuable advice and service.
1	The purchase of library materials for collections due to budget
1	This library would not have the technology it has for the customers without the tech grants.
1	With diminished budgets, funding for library materials and equipment is essential.
1	All services impact our library.
1	I have been employed with the library just over two years. In those two years our R.E.A.D.S. circulation and computer usage have doubled, maybe even tripled.
1	All of the above have an impact on the library. Without any services or just one would create a domino effect on the rest. The house of cards will come tumbling down.
1	Because of technology grants, we have been able to offer free computer and internet access to our rural patrons, many of whom cannot afford computers or the internet.
1	Our small, rural community library could not afford to purchase and maintain our public access computers without LSTA technology grants and the services of the NSC in our region. Our library has very little funds for the purchase of books--depending mainly on memorials and donations. Because we receive materials purchased with LSTA funds, we are able to maintain an up-to-date collection to meet the needs of our patrons. Obviously, we cannot afford to purchase databases for our library--TEL is a very important asset to us.
1	The technology grant has enabled our library to implement a state of the art technology lab, outfitted with new laptops for patron use.
1	Because this library is in a very low income county, we can use all the help we can get. People here rely on our internet to fill out unemployment papers, applications for jobs, etc.
1	Technology grants have made it possible for our library to keep up-to-date computers, etc. Without tech grants, we would not have net computers, circ system, and other things. The Network Services Consultants are an extremely valuable service. We would not know what we would do without them. The funding that is available for the purchase of materials is also a much needed service.
1	Technology grants enable us to keep our patron and staff computers up-to-date. Our Network Services Consultants are very valuable to our library; we do not have the funds to hire tech support. A large percent of our materials is purchased with LSTA money. If

Count	Response
	we did not receive the funding, we would be unable to replace it with local funding. Since Christmas our requests for R.E.A.D.S. have greatly increased. I can see demand for R.E.A.D.S becoming high impact.
1	Without the technology grants we would probably not have our wireless network at all. The grant has also allowed us to purchase new computers to replace some of our dinosaurs.
1	We could not offer computers for the public without the network consultants. For my library that is the most important service of the ones the money is used for.
1	Our library wouldn't have computers or the ability to keep them running without the grants. The Network Services Consultants perform jobs that I as a librarian couldn't do and could never afford to pay someone to do. Our computer room is always busy with our patrons conducting their day to day business including job searches. Our budget doesn't allow for book and media purchases and without the help from the grants we would be sorely lacking in that area. Our library appreciates and looks forward to the grants being distributed so we may provide enhanced services to our community.
1	Technology grants have greatly impacted our community library to be able to offer classes and computer labs and the use of computers to the community. I do not want to ignore the impact R.E.A.D.S. has had even though it is not one of the highest. I live in a poor community and so not a lot of people here own a NOOK or any type of e-book device, but the ones that do own them benefit greatly from being able to download from R.E.A.D.S.. The purchase of materials for our library is a tremendous service that lets us offer books that the community would not be able to afford and to help them with all types of problems or to self improve or learn about a topic. Tennessee Union Catalog is of tremendous use so I can catalog and so I can make full use of the ILL program.
1	Technology grants for computers and materials for the library collections are the highest. I can't even guess which is the most. Our budget is small, mostly salaries and building related expenses so these two have saved this library in so many ways. They have allowed us to supply current materials and current internet to our patrons.
1	Technology grants support buying new computers for staff use. It is our hope to replace our public computers two at a time as they are six and eight years old. AGent provides access to resources that we don't have in-house but are requested by our patrons. State and federal grants support us in providing the newest resource items to our collection. R.E.A.D.S. is taking off and should move to very high impact within the year!
1	Since our library receives Internet connectivity from our regional library and thus access to our online integrated library service, we could not operate should funds be cut from the regional system. In addition, the grants allow us to provide technology and library materials we could not afford from local funds.
1	Technology grants (computers) ARE KEY. Our computers are six-nine years old and very slow. Limited funds prohibit buying new ones. Techs such as Gina Walker are VERY KEY; they keep old computers up. Funds for materials are KEY. New ILS system hopefully will be KEY.
1	With local funding being very limited in a rural area, our library would not be able to offer

Count	Response
	the computer services that we have available. Our patrons are dependent on these services. We are able to meet the needs of our patrons who request and use our library collection, particularly the most current titles that they request.
1	A lot of patrons have turned to the R.E.A.D.S. program in light of material cuts to my library. The county has turned to using population counts as a point in giving out funds. Since my library is third in population, I am not purchasing as much material for my patrons.
1	With a small county budget the services provided us by the state are so vital. The technical support, training, and materials provided our library make it possible for us meet the growing demands of our patrons. I recently held a workshop on how to use R.E.A.D.S. with Kindles and had 21 patrons participate; this is very good indeed for a small library early on Saturday morning. I advocate for TEL any chance I get and love giving out the bookmarks advising patrons where to search for their specific topic. I could go on and on, but suffice it to say that the state services we receive are what make our library able to meet patrons' needs in many areas.
1	Technology grants make it possible for us to have public access computers. If we didn't have the grants, we would not have the computers. Our budget barely stretches to match the grant. We are a small library in a small county with a very small budget. The only way we are able to purchase materials for underserved populations is with the LSTA funds we are given by the state. If we did not get them, we would have only books in high demand and donations.
1	E-books have been really big, thus opening the door for our patrons to be able to use their e-readers more.
1	Technology grants allow the library to provide current computers. R.E.A.D.S. is the only way the library can offer e-books and downloadable audios, etc. TEL is a great resource for students. Network Services Consultants are crucial in keeping computers working. AGent is used daily to look at the library collection and state collection.
1	I am on dial-up, so my rating of grants and R.E.A.D.S. is based on positive comments I've heard from others. Library for the Blind has to be high impact. Purchase of materials has been is very important to this library. We are a poor county and need all the help we can get with the purchase of materials. We couldn't survive without the tech help.
1	Technology grants, technology coordinators and Network Services Consultants have kept us on the cutting edge of technology for years now.
1	Keeping new materials circulating has made an impact on our circulation and patron services. We received the laptop grant this year, which is very important for tech classes and resumes for unemployed in our small town.
1	Most of these are "highest" ranking for our library. Without the technology grants we would not have the computers, etc. that we have. Without the network consultants we couldn't keep our technology up and running. Without the money for collections we could not buy as many books. My book purchase money was cut from $22,300 to $12,500 this year because we need a new roof! AGent makes it possible for us to catalog books and share with other libraries. TEL helps patrons find items that are too expensive for us to

Count	Response
	purchase. R.E.A.D.S. increases our circulation; patrons check out for free and don't have to purchase books they love.
1	Without the funds provided for the purchase of materials for my library collection, I wouldn't have any new materials. My library is in a very poor, rural community and we just don't get funding for books, DVDs, etc. With all the funding cuts over the last few years, we are struggling.
1	All our patrons are positively impacted by computer technology purchased with LSTA funds, and by digital resources provided by R.E.A.D.S. and TEL. LSTA funds also significantly enhance our book collection.
1	We depend on these technology grants to keep our computers up-to-date. We also depend on the LSTA grants to keep certain collections, such as those for the seniors, and children current. (We would appreciate more than 6 weeks to spend these funds, though.)
1	Each of these services allows our library to help our patrons have access to the most up-to-date information, the most recent popular materials, and internet service.
1	The technology grants that the LSTA funds have provided my library have been very good. It is easy to keep up our computers with this assistance. Also the R.E.A.D.S. program is very helpful with easy access to e-books. Now that people can use their Kindles or NOOK provides them with a free download for their devices. We couldn't keep our computers running without our tech services personnel coming to our library to work on our computers.
1	The grants have provided much needed computers for public use. AGent allows the use of library materials that are not available in my library through ILL. Purchase of library materials keeps my collection up-to-date by providing means to purchase the latest books, etc. My library truly couldn't exist without these services.
1	Tech grant keeps up-to-date computers available for public use. Consultants are vital when system is down, recommendations for software upgrades, etc. AGent allows processing materials to be much easier and faster. New materials supplement an inadequate book budget. New technology for regions filter down locally, very helpful. It would be very hard to operate without state and regional help
1	Through LSTA we have been able to provide computers, which are in almost constant use. This has enabled people in our community to apply for jobs online, file taxes, access government services, and keep in touch with friends and family who live far away. The Network Services Consultants have been essential in maintaining and troubleshooting the computers and teaching us troubleshooting skills as well. The book funds have enabled us to provide information to help those with disabilities or illness; those wanting to start businesses; learn new skills and make their lives better in myriad ways. I don't know what we would do without access to these funds. Our community would not be able to keep up with technological advances and would have fewer employment opportunities.
1	The R.E.A.D.S. program has become one of our top priorities in marketing our library. It's a terrific way to get people who normally do not come to the library to use our

Count	Response
	resources. I expect few of us could operate without our tech consultant.
1	Having the Fort Loudoun Regional Library staff to be there for our library for various situations, someone watching our back, helping
1	All the services impact us greatly as we are a very poor county with very limited funds for the library. We have a large number of patrons and without these funds our service would be very poor.
1	The technology grants have had the highest impact, hands down. We have gotten resources through the grants that we could not otherwise afford, such as public computers.
1	The importance of TEL cannot be overerstated. Access to the quantity and quality of the databases would not be possible with my library system's budget. The impact of R.E.A.D.S. on the library's collections and use increases with each passing month. Again, this service would be impossible to afford if the library subscribed as an independent unit. The Advantage program has allowed the library to expand e-book and audiobook collections to the library's patrons. The library will spend approximately $9,000 on Advantage purchases this fiscal year.
1	We purchased two new computers with a technology grant; my library customers are very happy with the new computers.
1	Extra funding for materials has allowed us to expand and improve our materials for disabled and disadvantaged users (i.e., audio books and large print). Being able to expand our children's and young adult areas have allowed us to reach out to these audiences and those who serve then (schools and daycares). Technology grants helped replace our microfilm reader, which we might have had to discontinue without the financial help. They also allowed us to expand our public computer usage.
1	We would not be able to update our public access computers as often without the grants. Our library also uses the Network Services Consultant. Our county has an IT person, but he doesn't understand what libraries need and how we operate. It is much more productive to work with our Network Services Consultant.
1	The purchase of materials for our collection both in the physical books we get to choose and in digital format through R.E.A.D.S. are invaluable to us. We need help building our collection due to lack of local funding for that purpose. We basically have to raise all of the money that goes toward materials, so these LSTA funds for materials are critical to our library.
1	Being a small library, we receive the most impact from regional based services that we would not be able to afford. Education, technology, and collection expansion are highest ranked, but all others are close seconds.
1	Without technology for the regional library system and the Network Services Consultants we would not be able to maintain the computers in our library. TEL has been a lifesaver to our students and patrons looking for a reliable source for school and personal information. Without the matching Tech grants, we would not be able to offer up-to-date computers to our patrons. Our rural library patrons have enjoyed the R.E.A.D.S. service as our high number of users show in our region. Being able to borrow books through

Count	Response
	AGent has helped our budget as well. We are able to offer books that we do not have funding for or room to shelve to our patrons. Help in the purchase of library collections lets us offer more specialties to our patrons. Our small book budget is not capable of doing this.
1	The Network Services Consultant and technology grants have certainly impacted our community the most. We have a minimal budget for technology updates and upkeep. Having access to these services is extremely important to keep our community moving forward and becoming more technology literate.
1	At this point and time the highest ranked service would be the technology grants, which give us the ability to have updated technology with this economy. People cannot afford to have it themselves so they come to the library.
1	Our technology grants have provided us with computers and internet access that we, in turn, can offer this service to those who cannot afford computers and to those who, in this rural area, have no access to the internet. The R.E.A.D.S. circulation grows every month and the Tennessee Electronic Library gives an enormous amount of knowledge to students who do research and patrons who need access to practice tests, such as the ACT, the GED, or Civil Service tests. Our Network Services Consultant and our regional library technician give us an invaluable service when installations are needed or when computers have a scrap-iron fit. Money for purchase of library materials keeps best-sellers on the shelf and keeps our collection current.
1	Technology grants, R.E.A.D.S., and TEL have all allowed us to provide our patrons with services and access to e-materials which budget limitations would otherwise have prohibited, or at least greatly curtailed. The materials budget allows us to enhance our collection and ensure a diversity of current materials for our disadvantaged/underserved citizens.
1	I have a high regard for all of the services and we would be hard pressed to do without any of them, but the bang for the buck comes from the technology grants and AGent.
1	Technology, in the forms of tech grants, R.E.A.D.S., TEL, and Regional technology, is extremely important in keeping our library relevant now and in the future. With local funding remaining stagnant in the midst of increasing costs, we would not be able to maintain our level of service without the benefits of LSTA in Tennessee.
1	All that was checked are important to the library because we are very small and all the support we receive from the state and regional is greatly appreciated. Westmoreland Public Library of Sumner County
1	The technology grants have made it possible to keep public access computers up and running for the public to use. In today's economic times, many of our customers have had to turn off their home Internet access or have never had Internet access. Without these grants, we would soon have to shut down our public access or severely limit it to one or two computers instead of the eight to eleven we usually have.
1	Computers are vital to our library and the community. Having a tech to work on them and help us out is so important to us. Having money to help purchase new computers and equipment through the grants is great. Funding is always an issue.

Count	Response
1	We depend upon matching funds to help stretch our money so that we can replace more of our computers that are used by the public. Without this help, our computers would be eight to ten years old before we could afford to replace them instead of the four to five years we try to maintain. Also a large number of our patrons check out materials from the R.E.A.D.S. program and many of them also use the TEL services for research both at the local library and also from home. Additional money to boost our collection has been a big help in recent years especially since our local materials budget has decreased over the past several years. The AGent statewide catalog has had a big impact as well since our patrons are also increasingly using ILL services more than ever. The Regional Library plays a big role in our training and support so any services they can provide to us are very beneficial.
1	We have been able to add much-needed computers to the public area and also circulation desk with LSTA funds.
1	Technology grants enable us to purchase new public access computers and other much-needed equipment. Network Services Consultants provide invaluable advice and go above and beyond the call of duty to keep our outdated internet equipment functioning.
1	My patrons are raving about the R.E.A.D.S. service; they love the convenience of downloading and less to carry around.
1	Lack of local funding makes it impossible to provide all services to patrons. We could not have computers if the state did not provide tech service for maintenance for them. The R.E.A.D.S. is really just catching on in our county, but it is having a good impact.
1	Without technology grants we would not have enough money budgeted to replace and upgrade computers and other equipment on a regular schedule. R.E.A.D.S. allows us compete with larger libraries with much larger budgets. TEL, like R.E.A.D.S., allows us to offer databases and study helps that we could not afford to offer any other way. Network Services Consultants make an invaluable impact in our library because without their services, we would not have any other way to have computers repaired, and keep our system running.
1	These services are a true need for our library since we are a small library and our county can only provide so much help.
1	We are an extremely small library, and the services that are provided to us are vital in our community!
1	All of the above services are crucial to our library. We are a small, rural library and the impact without these services would severely affect our community and service area.
1	Without LSTA money we would not have all the computers that our patrons use so extensively. They would be older models and probably some would be out of order.
1	Bluntly put, without the technology grants we receive, we would have NO computers for the financially strapped people of southern Monroe County.
1	Providing access to the internet is our single biggest job. Without the funds from LSTA, we would not be able to keep our computers adequately maintained or updated. Without the help of our networking consultants, we would not be able to network our computers

Count	Response
	or solve major systemic problems.
1	Technology grants are incredibly useful in keeping up with the demand for internet access computers.
1	The funds we receive from our regional library allow us to expand our aging juvenile materials, audio collection and large type books, which are in great demand.
1	Without technology grants we would be unable to replace outdated computers as often. The R.E.A.D.S. program gives patrons access to more audio and e-books than we could ever provide.
1	We have seen a dramatic increase in the number of requests for downloadable e-books. We have also had numerous complaints that there are not enough available copies of e-books.
1	The availability of TEL and of materials funds makes it possible for us to stretch our collections budget and maintain a quality of service that would otherwise be very difficult.
1	Without the Gates grant program, our library would not be able to serve the demand for public computers.
1	We are a very small library with limited funds; without the help of the LSTA grants we would not be able to offer as much technology service to our patrons.
1	Without tech grants, it would be impossible for our library to provide computers and internet services to the 325 citizens we serve, most of who can't afford computers or internet.
1	Having technology grants to replace and add additional computers and printers. Funds to purchase materials for library collections. Using AGent to borrow and lend books for patrons. TEL is very helpful to patrons. R.E.A.D.S has been beneficial to many patrons. Network consultants are very helpful.
1	The grants for technology are the highest impact since the library would not be able to afford new equipment without help. The network consultants save the libraries money and give services we could not afford from the library budget. Money for materials is always needed. TEL and R.E.A.D.S. are important to the patrons.
1	Technology grants have provided us with needed computers, fax, and printers for the public. R.E.A.D.S. program has enabled people that can't come to the library to check out books. And, we could not do without our network consultants and AGent for requesting of materials we are not able to supply our patrons.
1	Without the materials from special funds through our region, our library could not purchase books, etc. Indeed, some years those were the only items purchased for our library! We can't afford our own databases or e-books, so R.E.A.D.S. and TEL have been a blessing for our patrons. The expertise of our NSC saved our public and library staff computers on many occasions, and they set up the two PacHUGs and the new computer lab: they are indispensable!
1	Our computers are constantly being utilized. We could not maintain the technology we have without the technology grants nor keep the computers up and running without the

Count	Response
	NSC. Our library would not have funds available to purchase materials that are found on TEL or materials purchased for our collection. We could not do without our Reelfoot Library System. We do not have the funds or staff to implement the services that LSTA helps maintain for our library. With AGent we can get books we do not have in our library for our patrons.
1	Without the technology grants the libraries in the Perry County Library System would not have public access computers to offer the citizens of this county.
1	Several of the services make a high impact in our library. The technology grants help us to provide new equipment for our patrons on a regular basis; R.E.A.D.S. has become very popular as of late and we recommend it daily. TEL is also a big help to students and people taking tests or job hunting; the Network Services Consultants are priceless. We would be lost without AGent and the technology our regional system receives helps us also with our daily services.
1	Technology grants help us to replace computers and keep other technology items up-to-date. We would be lost without AGent. With the tight budgets it would be very hard to purchase the materials our patrons need. This help is very much needed.
1	Tech grants increased the number of computers we have for customer use. This went hand in hand with the Network Services Consultants, who assist us in keeping them up and going. Without the tech grant we would not be able to upgrade our circulation software or provide online access to our catalog at this time due to budget constraints and lack of technical support.
1	We need updated technology items; R.E.A.D.S. for e-readers, TEL for students, AGent catalog for interlibrary loan, newly released reading materials, etc. These are all constant requests by our patrons.
1	We use the tech grant to purchase the computers, printers, etc. to keep up with the growing demand for technology at our libraries and we rely on the Network Services Consultants to keep the computers working and to advise on the technology that we need. The R.E.A.D.S. program and the other services that the state provides help our libraries better serve our community, especially with the budgets that we have to work with.
1	Without the LSTA technology grants and the NSCs our library would not be able to offer our patrons the current technology that we have nor would we be able to keep it updated/sustained if it broke down.
1	As a small library with only one full time employee, having the regional library purchase and process materials for us is a vital service.
1	Tech grants increased the number of computers we have for customer use. This went hand in hand with the Network Services Consultants, who assist us in keeping them up and going. Without the tech grant we would not be able to upgrade our circulation software or provide online access to our catalog at this time due to budget constraints and lack of technical support.

3. Please rate the degree to which each of the following programs has a positive impact on library services on a STATEWIDE basis.

	0 - Don't Know/Can't Rate	1 - No/Very Low Impact	2	3 - Moderate Impact	4	5 - Very High Impact	Total
Technology Grants	9.1% 10	0.0% 0	0.0% 0	2.7% 3	10.9% 12	77.3% 85	100% 110
R.E.A.D.S. (Downloadable audio and e-books)	6.4% 7	0.0% 0	1.8% 2	9.1% 10	19.1% 21	63.6% 70	100% 110
Tennessee Electronic Library (Online Databases)	10.0% 11	3.6% 4	1.8% 2	6.4% 7	21.8% 24	56.4% 62	100% 110
Network Services Consultants	15.5% 17	4.5% 5	1.8% 2	10.0% 11	14.5% 16	53.6% 59	100% 110
Tennessee Union Catalog (AGent Statewide Online Catalog)	10.0% 11	0.9% 1	0.9% 1	12.7% 14	19.1% 21	56.4% 62	100% 110
Purchase of materials for library collections	10.9% 12	0.0% 0	1.8% 2	1.8% 2	19.1% 21	66.4% 73	100% 110
Library for the Blind and Physically Handicapped	20.2% 22	2.8% 3	5.5% 6	14.7% 16	24.8% 27	32.1% 35	100% 109
Technology for the Regional Library System	16.5% 18	0.0% 0	2.8% 3	7.3% 8	25.7% 28	47.7% 52	100% 109

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

Count	Response
1	AGent gives us access to more materials than we can provide.
1	Answers are the same.
1	Don't know
1	For all the same reasons
1	For some libraries their budgets don't cover a lot of things.

Count	Response
1	I believe the technology grants help make new equipment more available for all libraries.
1	I think they all have a high impact for the libraries.
1	Important for all libraries in our state
1	It has improved the services that we provide to our citizens.
1	It's hard to choose because all of the services are so important to all libraries.
1	More Tennesseans than ever now have access to technology in our libraries.
1	Not qualified to answer
1	Not sure statewide
1	Please see answer to previous question.
1	Purchase of materials
1	Purchase of materials for the library helps us keep our collection current.
1	R.E.A.D.S. is a great tool that our patrons really enjoy.
1	Same as before: the domino effect
1	Statewide is probably technology. It is getting internet service to the most unlikely places.
1	The R.E.A.D.S. program has given our library the "way" to serve those who want e-books.
1	They all impact our libraries greatly.
1	Without Joyce Gunnels and our Regional Ladies our region would not be where it is today!!!
1	All libraries can benefit and therefore the patrons each serves also benefit.
1	R.E.A.D.S. and TEL are both services that many of our customers expect and enjoy. They are also services that many libraries in Tennessee cannot afford on our own. The TN Union Catalog facilitates statewide ILL, which also helps all libraries provide reading and research materials to our citizens that they would not have access to without our Union Catalog and ILL. And our libraries can't do what we do so well without the support and leadership of our regional library system.
1	Increasing access to information and technology to all the people in the state. Making it possible to easily share information so that people in both rural and urban communities have access to the knowledge and technology needed to live successfully in these rapidly changing times
1	Given that many Tennessee libraries have small and even non-existent book budgets this has been a crucial item for the state's libraries. Technology grants have helped keep Tennessee's libraries relevant. Public computer usage is one of the most popular services we offer.

Count	Response
1	Without our regional system, a lot of our rural libraries wouldn't be able to survive, due to inadequate training and lack of librarians with MLS degrees.
1	Many small rural libraries receive very little local funding and we depend heavily on the services relating to technology from the state. The Network Services Consultants' services are priceless. There is simply no way we could afford an IT person, nor could we afford computer upgrade. By providing these services, ALL citizens in the state of TN benefit.
1	It is very hard to pick just one high ranked service because I feel all the ones I chose have had a very high impact on library services throughout the state.
1	Support of technology is important and needs to be funded because it is often considered to be frivolous by many lower level officials.
1	The tech grant, R.E.A.D.S. and the other programs support our libraries in bringing better services to our community.
1	The same reasons I gave about how our library is helped apply to statewide. Also, it makes people in Tennessee aware of the value the state leaders place on education through the library system. State services reach all areas and rural libraries are probably helped the most due to their lack of staff and funding.
1	I think that many of the statements I made on the local importance pertain to the state as a whole. I know there are many other libraries, perhaps not the ones in a larger area, but those who are seriously underfunded: our library is the lowest per capita in our region, and we're a Level IV.
1	I would most certainly imagine that the libraries across the state who face similar low budgets from the county or city like us greatly appreciate all grant money possible. It makes so much difference!
1	Everyone has better public computers and computer access (E-Rate), library security and newer circulation systems because grants enable us to provide them at a minimal cost to the library's budget. R.E.A.D.S. provides access to resources on an individual basis and since it is digital based, encourages those who normally wouldn't read to check us out. ILL is awesome and allows patrons access to almost anything they want! Rural libraries find invaluable the resources purchased through state and federal grants, items that keep us current with variety (LP, audio).
1	I really don't think I have enough information on the STATEWIDE impact to make a just decision, but I know the services are all valuable to the state as a whole.
1	Without TEL and R.E.A.D.S. the availability of information would dwindle to printed encyclopedias and a very limited collection of books per library.
1	TEL provides resources that our library and many rural libraries cannot offer locally based upon cost and space.
1	Small rural libraries with small budgets cannot offer any of these services without the help of our state funding. We are able to offer services that only larger better funded urban areas were able to offer years ago. Being web linked has helped rural libraries educate our patrons with reliable health, social and entertainment subjects.

Count	Response
1	The TEL databases are used at our library and we encourage our school system to utilize TEL as well.
1	Judging from the services that are used the most in our county, the ones that have had the largest impact on our patrons are the R.E.A.D.S program, TEL and the technology grants.
1	Keeping up with today's technology is very important statewide. We are not a part of a regional system; we are independent; so we are not familiar with regional system benefits.
1	The statements that I made previously about the impact of these services on our library also hold true for a statewide impact.
1	There are a number of libraries that are poorly funded that rely on these funds for their technology and materials to a greater extent than we do. I think also that the statewide online catalog is likely vital to many of them.
1	All are of vital importance. Without the State Library's providing the leadership and vision for the future, the state of Tennessee libraries would be sad indeed.
1	I know that many libraries have been able to improve services due to equipment and software purchased through a technology grant. Although our library cannot participate in the R.E.A.D.S. program, I know that it is very popular with patrons throughout the state. Many schools/libraries would not have resource databases at all without TEL so that service has had a very positive impact throughout the state.
1	I'm sure other libraries with small budgets have been able to offer services thanks to LSTA that would otherwise remain inaccessible.
1	Knowing the situations that many libraries across the state are in, and hearing from other librarians across the state, these items are essential to providing a base level of service to the populations served by the libraries in Tennessee.
1	In my opinion most of the library systems in Tennessee are in the same position; they lack funds. Without the grants none of the above would be provided or at least not at the level they are now.
1	The services keep the system as a whole running efficiently and give small libraries resources that larger libraries have.
1	I don't know what the libraries without ANY support from their governing bodies would do if they did not have the services of technology grants, the R.E.A.D.S. program, and help from the network consultants or the ability to purchase materials. Some of the libraries in the FORMER NOLICHUCKY REGION do not get monies to buy new materials from their governing bodies and this is their ONLY means of buying new materials.
1	At meetings and on the listserv, I am in contact with many librarians who are, in many cases, the ONLY employee of their town libraries. Like us, they would find it hard to manage without the regional library purchasing and processing materials for them.
1	I'm sure that all of these services benefit most citizens in some way, probably in ways of which they aren't even aware. Technology access is extremely important if our state is

Count	Response
	going to be competitive in the larger world.
1	Statewide library services provided by the TSLA are a very important element to public library services statewide on a critical level.
1	I ranked them all highly. Impact is reaching people by providing services, especially for small libraries, they could not offer. Everyone wins, they are all great. Thank you.
1	Technology grants have allowed us to offer job/college information/labs, purchase equipment for disabled, improve services/resources to children and elderly. R.E.A.D.S. program is very popular with our public.
1	It is important on a statewide basis because it puts all libraries on the same level of accessibility no matter what size. They can all access the same information.
1	The State Library programs of technology grants, R.E.A.D.S., TEL, NSC, and AGent are invaluable to the local libraries that use these services and are an invaluable asset to the State Library and Archives.
1	LSTA funds have enhanced the entire system of library services in TN by enhancing collections (including digital) and by improving public access to computers.
1	Allowing patrons free access to those materials and services which some are not able to provide for themselves
1	While some smaller libraries--like ours--use the tech grants to offer basic services, other libraries are able to use the grants to move to the next level. R.E.A.D.S. helps to keep libraries relevant for the better-heeled and younger segments of the population.
1	Again, the consultants provide a tremendous service to the smaller libraries. The funds provided by TSLA to purchase materials for our libraries has been a tremendous boost to our being able to provide books and movies to our patrons.
1	Again, tech grants enable us all to purchase much-needed equipment. Network Services Consultants keep us all going! AGent gives us all equal access to cataloging information across the state.
1	Since Tennessee libraries are connected through our computers, keeping those computers up-to-date is very important and keeping our collections current helps all the residents that depend on library services.
1	Many of the libraries in our state are small, rural libraries with limited staff and budgets. Without the support of the Tennessee State Library and Archives, many libraries would be constrained in their services to the public.
1	Medium and small libraries need these services the most in order to serve their communities. Without the help on the above services, most libraries would be in desperate shape and of no good to the public they do their best to serve.
1	Again I feel that providing funds for and materials to libraries have the most impact on libraries, particularly public libraries, many of which are grossly underfunded to the point of having no money for materials at all.
1	R.E.A.D.S. has become a very important part of our library. I have patrons that live here,

Count	Response
	whose sons/daughters have bought them a Kindle or NOOK. They love the idea that they can visit out of town relatives and still be able to have their favorite book with them.
1	How could one pick a specific area of impact? I feel that each and every library service has a direct impact on those that use it.
1	Without these grants the state of Tennessee would be very lacking in library services. With the current emphasis on improving reading and literacy for our youth, the grants allow us to provide services which are complementary to the school systems.
1	Libraries try to provide as many services as they practically can. There are many one and two staffed libraries across the state. Without LSTA communities would not have access to many valuable opportunities.
1	In today's economic conditions, without LSTA and state support smaller libraries would not be able to provide the materials and services very much needed in their communities.
1	It levels the playing field somewhat for rural libraries. We can offer some of the same services the metropolitan libraries offer.
1	I hear from relocating/relocated patrons, family, and friends across the state that R.E.A.D.S. and TEL are valuable services. The use of the union catalog for ILL also has to have a high positive impact on library services.
1	Connecting all the libraries through the card catalog system is great. Being able to borrow from the other libraries is wonderful. TEL is a wonderful resource.
1	I think the high rated services provide unique resources that would not be available in areas otherwise due to prohibitive costs for medium and small libraries. Quite frankly we'd see an inequality in access to resources for the medium to small libraries in our system. Our library, which is medium sized, would not be able to provide these to our citizens and the time and travel cost to the nearest metro library is a barrier.
1	Every service provides a positive impact on the Tennessee library system. As a statewide service, each program fills a gap in the needs of the library system.
1	Most libraries would not be able to purchase adequate numbers of computers and other equipment without LSTA help. Citizens depend on us for computer availability and assistance.
1	Extending depth and breadth of both physical and electronic collections in public libraries of all sizes, and leveling the playing field for information technology availability for citizens in all Tennessee communities.
1	Tech people are important if we have a problem we cannot fix when it comes to equipment. I wish we did not have to follow such a tough procedure to get a tech to libraries with computer problems.
1	R.E.A.D.S. is an important service to the state; technology grants provide services that individual libraries cannot afford alone. Online data bases and access to the statewide online catalogue connect libraries and afford more possibilities to our citizens. Having assistance from our regional library system especially in the area of technology is

Count	Response
	essential especially for small rural libraries with limited budgets.
1	I think from my own experience, and hearing others, every service is essential to the advancement of Tennessee public libraries.
1	Statewide I believe the technology grants allow the smaller libraries in the state to purchase technology and computers thus making them able to participate in AGent.

5. Which of the services or initiatives listed offers the greatest VALUE to library patrons? Please explain why you selected this service.

Count	Response
1	AGent, ILL
1	All of the services
1	At our library, the purchase of materials we could otherwise not afford
1	Computer grants, online catalogue, statewide shared online services
1	ILL
1	Purchase of materials for library collections
1	R.E.A.D.S - My patrons love it.
1	R.E.A.D.S. - our patrons check out materials from R.E.A.D.S. at a high rate, up 136% since last year.
1	R.E.A.D.S. - they don't have to purchase their own e-books/audiobooks.
1	R.E.A.D.S., TEL, LSTA funds for public PCs and ILL
1	R.E.A.D.S.,TEL, and of course books
1	TEL offers resources that would not be affordable for many schools/libraries.
1	Technology grants
1	Technology grants, providing materials for internet
1	Technology, public access computers
1	Technology service gives our patrons access to job opportunities.
1	Technology-for technology literacy
1	The most used other than books are the internet access computers.
1	Up-to-date technology and the services if the NSCs don't know
1	Ability to upgrade broadband and provide more public lab computers
1	Computers and the Network Services Consultants: since more information and services

Count	Response
	are online, people need to be able to access them. There will always be a need for traditional books, but without funds to build new and bigger libraries, computers offer access to the world of information. TEL is an excellent resource and as more people learn about it, usage will increase. Interlibrary loan also expands the offering of libraries without having to expand the buildings.
1	Technology because there are so many people who can't afford internet services at home. They fill out applications, file unemployment, and fill out taxes.
1	Technology grants and Network Services Consultants: the library could not stay current otherwise. Almost every patron uses the computer.
1	Technology grants, R.E.A.D.S., and Network Services offer the greatest value to our patrons. These services are what the patrons want and we could not provide them without the state's assistance.
1	Technology grants: without public access computers, our community would not have the ability to apply for online jobs (and so many companies will only accept them online), build resumes, connect with family in other areas....so on and so forth.
1	R.E.A.D.S.: the number of patrons obtaining e-book readers is growing rapidly, and the ability to borrow e-books from the public library enhances the value of their personal investment. Libraries that circulate e-book readers (possibly obtained through an LSTA grant) capitalize even more on the value of R.E.A.D.S. As long as contracts that do not unreasonably limit the "shelf life" of an e-book can be obtained, the savings (in so many areas, including physical space) and convenience will be hard to beat.
1	Technology grants: the value to my patrons, in one of the nation's poorest counties--is all but immeasurable.
1	The TEL offers the greatest value because of the sheer magnitude and quantity of information available.
1	The R.E.A.D.S. program has brought more patrons into our library and to our website than before. As people have become more mobile they often don't have time to sit and read a book, so the R.E.A.D.S. program has made listening to a book more feasible for their busy lifestyle as well as more cost effective by providing free access.
1	Technology grants: because they put the computers into the libraries and help keep them going for years
1	Purchase of materials always benefits the patrons and technology grants help patrons by supplying computers, fax service, and printers they do not have access to otherwise.
1	I would have to pick two of them, the purchase of materials and the Tennessee Electronic Library. The material purchases offer patrons a larger selection of needed materials and the TEL has a lot of options for patrons to choose from.
1	Technology grants offer the greatest value to library patrons because, without these grants, the local library would not be able to offer the technology to our patrons who would otherwise have no means of accessing the technology.
1	Tech grant and Network Services: the grant gives us the opportunity to purchase the

Count	Response
	computers and other technology that we need to meet the growing demand and the Network Services help support this technology.
1	Technology grants: college school work, resumes, job search, and e-mail are so many everyday uses. Purchase of materials for library collection...Newly released materials.
1	The technology grants because rural libraries with limited funds can purchase items needed for their libraries with matching funds.
1	Public use computers and IT support: many patrons in our particular area do not have access to internet services and use the computers at our library. IT support is crucial in maintaining the operation of the computers as our library does not have the funding to provide in-house IT support.
1	Since I don't know the true cost of some of the services we provide through the statewide initiatives, I lean toward saying that the money that comes to us to be spent for physical materials in the local library is still the service that provides the greatest value to our patrons. We still check out lots of popular reading materials as well as DVDs and audio materials.
1	Technology grants, because they provide computers for public use. This service is used greatly in my library.
1	Purchase of materials: traditional materials do not require expensive internet services or devices to be used. They are available to anyone who can see and hear. They hold up well and are not expensive to repair, important in a state that is typically 47th or 48th in library spending.
1	This is so hard to say because in a way they are all connected to value for our patrons. I suppose I would rate technology. Our computers and Wi-Fi are constantly busy, but we couldn't have all this without the tech services!
1	Funds for new books/movies and computers make a vast difference in the quality of service we can provide to the patrons.
1	It's difficult to judge which service offers the greatest value. Certainly, the R.E.A.D.S. program and TEL deliver high quality services that are either costly to obtain elsewhere or not available through other means. All the services that work together to offer access to the internet are also in huge demand and aren't easily available elsewhere in the community.
1	The technology grant allows us to purchase computers for patron use that we would not otherwise be able to purchase. With the grant we are able to provide current technology to our patrons. We are not able to replace computers very often with local funding, so we would have very slow computers for patron access without the grant.
1	Technology help: we cannot afford to have a local technology staff person. We must rely on this from regional/state level.
1	Technology: many of our community's citizens do not have computers in their homes. I realize that not everyone who uses our computers uses them for educational purposes, but who can say that they are not providing what the user needs at the time?

Count	Response
1	Technology Grants--because keeping our computers up-to-date and running impacts all our patrons, children and adults alike. Parents come in to help children with projects. Adults come in to use our computers for school, for email, to apply for jobs.
1	Technology grants enhance our ability to offer patrons a means of accessing digital information that would otherwise be unavailable to them. (Our limited local budget is insufficient for doing this, and we rely on LSTA technology grants to supplement it.)
1	Everything is so high tech these days and it is really nice to be able to offer such great services such as R.E.A.D.S. and TEL.
1	I think the best value the library patrons see is the money for materials followed very closely by the technology assistance.
1	Right now ILL does. Small libraries with limited money can get the materials patrons want from other libraries.
1	R.E.A.D.S is probably the most appreciated service. People are really exploring this new medium and it's great that we can provide e-books at no price. We are the only option for many, because not everyone can afford to purchase all their books.
1	Library materials-both physical and digital: a new bestseller averages around $20-that book is used dozens of times in the first year alone. The digital formats last even longer and people still come into our library or use our databases because they want materials to read more than for any other reason.
1	Most of our patrons utilize computers purchased through our technology grant and many also utilize the R.E.A.D.S. program.
1	The greatest value to the patrons would be the technology grant. We have been able to provide wireless services as a result of this grant.
1	The cost of providing technology is so high and the lower income segment of the population has no other avenue to access so I feel that this is the most important target for these funds as far as the public is concerned.
1	Money for library materials: our budget is very limited. So far this year, the county has given my library $200.00. Without the state support I wouldn't have new materials.
1	The technology grants because they are of the most help to people. They can search and learn to search for employment. In our area a lot of people cannot afford the internet or a computer or cannot get internet because of this is a rural area. So the technology grants provide them with an opportunity that they would otherwise not have.
1	The library services consultant: without this support, our library would not keep public access computers updated and running.
1	Purchase of materials and network consultants: the variety of materials purchased touches many lives. The network consultants help to make a variety of services possible.
1	New publications: even though some patrons are trying the e-readers, we have constant demand for the newest released publications by well-known authors.
1	It is a 50/50 tie to patrons...grants for COMPUTERS and funds for MATERIALS: 1.

Count	Response
	Fayette County has ONE library and still a great number of our population cannot afford computers, nor is cable accessible to a large part of the county. 2. We need help with MATERIALS. Again, Fayette is still low income and rural, even though West Fayette County may be affluent, and the library struggles.
1	1. Computers: more things are being done online and most people who use them don't have computers or internet access. 2. NSC: Library doesn't have money to keep computers going. 3.TEL and R.E.A.D.S.: Again we don't have the funding for books or databases that we would need if we did not have access to TEL and R.E.A.D.S.
1	Tech grants: to be able to have computers available for the public and have computers for the staff. To be able to purchase materials to keep current items available to the patrons. To have TEL for patrons of all ages.
1	The purchase and processing of books are of the greatest value. Although times change, for us one thing does not: the majority of people who come to our library are looking for a book to read. They may occasionally use another sort of service, but the thing that brings them back is an adequate selection of books, magazines, DVDs and audio books.
1	At the moment I am really emphasizing the R.E.A.D.S. program because I can see that future library services must involve the circulation of electronic books in order to keep up with fast-paced technology and the growing number of patrons making the switch (even if only partially) to Kindles and NOOKs.
1	TEL -- because it makes a vast amount of information available electronically to all Tennessee citizens, that most people could never afford to access on their own (because it's not on the "free" Internet).
1	I honestly cannot choose which one would be the greatest value, because we rely heavily on every service provided at our library.
1	TEL--because this one service provides many features: test prep, journal articles, genealogy, etc.
1	The funds available to purchase materials for the disadvantaged: we have such a small rural library that we just don't have the funds available to meet our patrons' needs. Without these funds, the patrons in our community would suffer because we would not be able to provide the level of service that they are accustomed to.
1	Again, I think technology grants and technology services offer the greatest value to library patrons. Internet access and computer use can provide books to read, ways to search for jobs, access to government services, ways to keep in touch with friends and family, etc. Library access helps bridge the technology divide.
1	I cannot choose just one. They all have value to different groups of people and no one group is more important than any other. If we lose any of the services or initiatives, my library and many others will have to stop providing some of the services our citizens have come to depend on and enjoy so much.
1	I think that computer and internet access has had the greatest impact of all the services. Computers are, of course, the wave of the future and libraries with computers and the

Count	Response
	internet have become an equalizer for a large number of people.
1	R.E.A.D.S and technology grants provide lower income families struggling with the economy a way to continue the education of themselves and their children as well as a way of communicating in today's electronic world.
1	Right now, R.E.A.D.S appears to be the winner and it is drawing in more patrons and giving them the option of getting a real book in their hands or reading it on a device of their choice.
1	In our rural area, the technology components of the grants allow us to bring technology to our patrons which we could not fund locally.
1	Funding that adds to our collections: most patrons resist the digital downloads (though I expect that won't always be the case) and desire the book to hold while they read. Rural libraries can provide a variety of items in many forms to patrons through state and federal funding. We have almost doubled our large print and have doubled audio books and visual media selections. We are able to remain current in all subjects with this support.
1	Technology computer grants give us the fastest internet in town, access to job listings, and resume writer. I really don't need to say more.
1	Purchase of materials for library collections--because with the very limited budgets of many libraries the addition of materials can be considered one of the greatest services.
1	Computers funded by technology grants give our community an essential connection with the outside world. Our yearly budget (approximate TOTAL is $20,000) does not support purchase of these critical assets.
1	At our library, technology offers our patrons an opportunity for gaining information and acquiring access to application and benefits.
1	The technology grants help us to keep our system and equipment up-to-date and active. This impacts our patrons by making things easy and available for them.
1	TEL and R.E.A.D.S. enable access to information that most libraries would not be able to afford on their own.
1	Network Consultants: our library does not have the funds to pay a computer person to do the work that the network consultants do.
1	TEL is an unbelievable resource. There's help for all ages in almost endless areas. There's no way we could afford to provide these databases in individual libraries.
1	TECHNOLOGY GRANTS allow everyone to have critical access to information, which is a basic human right. Society benefits and works more efficiently when everyone has access.
1	Technology is not only for pleasure, but a lot of people also use it to get or maintain their family income since most jobs are applied for online.
1	Value to the patron would be the computers. The technology grant enables us to purchase upgrades almost every year.

Count	Response
1	R.E.A.D.S. and TEL allow our patrons to access library books and information at home, on vacation, and at any time that is convenient for them! Patron convenience is a huge thing. Too often libraries expect people to "come to them;" when in reality, people will seek out other sources of information (that may not be of reputable quality) simply because 1) it is easier for them than having to drive x miles to town, or 2) libraries are not open when they need the material such as with a student who is up at 2 am to finish a report.
1	I think the value of getting newer computers for the patrons because computers are in such demand at my particular library.
1	TEL provides resources that many libraries cannot afford in funds and space, but are very important and satisfy a wide array of needs.
1	Technology grants allow our patrons to have up-to-date computers and to have more computers available to them. State funding for materials allows our patrons to have more books and AV materials. TEL allows our patrons to have access to research, testing, and genealogy materials that they would not have access to in any other way. With the rapid growth in the use of e-readers, R.E.A.D.S. provides them with free access to current fiction and non-fiction books. It also allows our patrons who use audio books to have a larger selection.
1	State funds to purchase books enable us to reach more people. Second would be the R.E.A.D.S. program.
1	Technology grants at this time since we have so many people needing to use the computers; we could not accommodate nearly as many patrons without help in purchasing equipment.
1	Technology: in rural economically depressed areas, we have seen an increase in computer use among college students, unemployed, and personal users.
1	For us it is technology grants; we are operating with three out of four of our public computers working. We are constantly searching for deals on new computers (hard drives especially). Our patrons depend on our computers working during this time of high unemployment as do our students who do not have computer access otherwise.
1	The tech grants make it possible to provide technology access to everyone, regardless of their ability to purchase technology equipment for themselves,
1	At our library for the past few years the technology (computers) has provided the greatest value. Marshall County's unemployment rate was reflected in the number of people having to give up their Internet at home, instead coming into the library to use ours. Many patrons told us having the public printer available made it much more cost effective for them as well, because they were not able to afford the high priced toner for their home printers.
1	TEL for research over a variety of subjects and a great range and depth: database subscriptions are highly prohibitive in cost and TEL databases have a wide range of appeal to all ages and all types of libraries.
1	I believe that TEL offers the greatest value to patrons. This is because it offers such a

Count	Response
	wide range of topics and resources that can be accessed 24-7. There is not a limitation to the number of people who can access a given resource at one time. It provides resources for the full range of ages, from school children to the elderly, and everyone in between. And, the cost for an individual library to provide this service is extremely prohibitive.
1	Technology is constantly changing and requires constant upgrades. Libraries require tech services to serve the people with and without computers at home. Technology is an everyday necessary.

6. Which of the services or initiatives listed has the greatest POTENTIAL for improving library services in Tennessee? Please explain why.

Count	Response
1	Again, the R.E.A.D.S. program
1	All of the services
1	Anything in technology
1	Computers - for all the reasons listed above
1	Don't know
1	I cannot say.
1	I think our regional has the greatest because of the service they provide.
1	I'm not sure. I don't feel qualified to answer.
1	ILL, TEL, AND R.E.A.D.S.
1	ILL for the same reason as above
1	It would be great if we had a better way of doing interlibrary loans.
1	LSTA funds help buy more books, which help out greatly.
1	LSTA tech grant
1	N/A
1	Probably serving the people who have difficulty using traditional services
1	R.E.A.D.S. will provide more services to non-traditional library users.
1	R.E.A.D.S.-- because it reaches people who may not even use the library on a regular basis.
1	R.E.A.D.S.: as e-readers come down in price, the R.E.A.D.S. program will be beneficial to more people.
1	R.E.A.D.S. HAS THE POTENTIAL TO STREAMLINE the circulation of materials

Count	Response
	immensely.
1	R.E.A.D.S. program has great potential as more patrons get NOOKs, Kindle products, etc.
1	R.E.A.D.S. allows patrons to "read" our books from anywhere in the state.
1	TEL provides information to all Tennesseans of every age.
1	TEL: too many people still don't know the wealth of information available.
1	TEL: patrons have the opportunity to access practice tests needed for career opportunities.
1	Technology grants
1	Technology: by providing technology literacy and helping us to be competitive on a global level
1	Technology: it just seems to be going that way.
1	The TEL because of its wide range of services
1	Again, R.E.A.D.S., same as above
1	Tech grants for broadband upgrades and a technology consortium
1	Technology grants; shared online services
1	TEL has the greatest potential for providing access to affordable digital information (in a variety of important subject areas) that is highly beneficial to all of TN's libraries.
1	The e-book program: as different formats are requested, our local library funds cannot meet the need and wants for everything.
1	R.E.A.D.S. is a fledgling with tremendous potential impact (if publishers will cooperate). Talk about resource sharing and serving people who can't use our traditional library services!! On the other hand, it could die in the nest if publishers won't cooperate. The potential is there, and time will tell.
1	Technology grants: it is important that our patrons are familiar with current technology in order to apply for a job online, as well as to prepare them for workforce tech requirements.
1	The Tennessee Electronic Library provides information that each library would otherwise have to purchase independently. It's a great source of info for patrons and a critical money-saver for the libraries of Tennessee.
1	Tech grants, LSTA funding for materials, AGent for cataloging and borrowing and lending, Network Consultants, and TE. for all the information available on the site
1	The technology grants have the greatest potential for improving library services. As technology continues to advance, libraries must be able to stay current. Also, libraries help close the digital divide, especially in rural areas.
1	TEL - I think the Tennessee Electronic Library will only continue to grow and help us

Count	Response
	serve our patrons with testing, job searching and so much more!
1	R.E.A.D.S. is a great service. Our library's sight impaired patrons are getting e-readers and R.E.A.D.S. is such a help to them....and I think becoming more helpful as word spreads.
1	Tech grants and TEL: most things can be done online now and TEL gives us more research capabilities.
1	TEL/R.E.A.D.S. have the greatest potential for improving library services in Tennessee because these free library services may be underused in communities who do not advertise these services to their patrons.
1	Technology grants, purchases of materials, Network Services Consultants, TEL and R.E.A.D.S.: all of these programs provide our patrons with services that they would not have available or in the size that is available.
1	R.E.A.D.S.: the newest trend is e-book readers and our local budget cannot support the demand for materials in this format.
1	TEL has the greatest potential for helping patrons. I would strongly encourage television commercials to make patrons aware of the service.
1	Probably the greatest services ARE and WILL BE our TECH SERVICES. Some libraries may have tech on staff, but we DEPEND on our regional and state TECHS. I see them being MORE and MORE important and utilized!
1	Technology: it is a technological world. We are able to help those who did not grow up with technology and who are reluctant to make use of it.
1	Electronic services probably have the greatest potential to improve services as most of the younger generation is using smart phones, iPads, and e-readers to get their materials. If the cost of transportation continues to rise causing more people to think twice about getting in the car to travel to the library, they will still be able to use library services.
1	AGent / ILL could vastly increase the available of materials to all patrons in Tennessee. Unfortunately, we have to limit our involvement due to postal costs.
1	Regional technology help: we are very lucky at our library. We have three people including myself who know the in and outs of technology. We do not require a lot of help; however, the other libraries in our region are not as lucky. Without Susan, Joyce and all the others at the regional we would suffer.
1	Possibly the R.E.A.D.S. platform: with the proliferation of mobile devices and e-readers, I would expect that more and more people will come to rely on 'instant access' over brick-and-mortar.
1	If all of the libraries have computers, they have to be kept up-to-date and running so the grants allow us to upgrade when needed, but the Network consultants have to install and help us keep them running.
1	R.E.A.D.S.: patrons are just now beginning to understand that e-books can be utilized

Count	Response
	to fulfill reading requirements in school, not just pleasure reading. Often all copies are out of the library, so this is a viable alternative. I don't see it as the end of paper books, but rather as another method, just like audiobooks. I do not see them as the death of librarians and libraries, as some predict. We are still a viable force in the quest for knowledge and free access.
1	Technology and education-- because staying up-to-date is one of the many needs of library directors and staff.
1	The R.E.A.D.S. program and the allocations for collection building help improve library services by allowing librarians to purchase specifically for their community.
1	I believe that R.E.A.D.S. has the greatest potential. While it is limited to those who have the technology to access and use it, that technology is becoming more available and less expensive, so more people will be able to make use of the program as time goes on. I do believe that it hasn't really reached its potential due to the long wait lists. However, this is also an indicator of the level of use that it is getting, which means that people see the value and want to use it.
1	The R.E.A.D.S. program is increasing in use and allows an increasing number of our patrons to enjoy reading without coming into the library.
1	R.E.A.D.S.: a 21st century library's success will be measured by online services rendered as well as in-house.
1	I would say, TEL because it offers so much information that is readily available for our patrons.
1	I think TEL. It is not used nearly as much as it should be in our library, but I believe the potential is there.
1	I believe that technology has the greatest potential for improving library services. With just the click of a mouse, patrons are connected with libraries and libraries are connected to other libraries, plus information is at everyone's fingertips.
1	R.E.A.D.S.: we receive many positive statements concerning the ability to download material at no charge to portable reading devices.
1	R.E.A.D.S. has great potential. It can reach people with a computer, who might live farthest from a library. It can also help when funds are low.
1	For us it would be funds from the technology grants. Without these funds to improve/update our equipment, our library would not be able to move forward at our current rate.
1	R.E.A.D.S. has and will exceed everyone's expectations. Kids that never read before are coming in and signing up to access these items. Older patrons are quickly jumping on board too. Daily we instruct and offer advice on these downloads. Of course, federal and state funding is essential in the growth of digital collections.
1	E-book programs offered at the state level will provide an option to satisfy this area of growth for smaller libraries that do not have the funds to expand in this area.

Count	Response
1	Computers, R.E.A.D.S., and IT help: we need to keep up with the changes in technology in order to be relevant to our customer base.
1	Again, I believe the funds available to purchase materials for the disadvantaged are very important. Many of the small libraries in Tennessee depend on these funds to help purchase materials that they might not normally be able to buy.
1	As long as the tech grants keep coming and Tennessee libraries are able to keep their computer systems up-to-date, the next thing for improvement would be collections. All libraries have collections that can use improvement.
1	We are still facing educating people about TEL. When it is more widely used, libraries will be called on to provide computers to access it and to supply additional help. It calls attention to the ways libraries can be of service to citizens.
1	The wave of the future seems to be technology. Expanding the collections of libraries to include not only computers, but circulating book readers, e-book collections, and interactive computer programs such as Skype, will be important. All of the services being provided now regarding technology are vitally important to keeping the local library at the center of their community.
1	Continuing funding for technology and expanding into new areas of technology as they become applicable to library services are vital for the future.
1	R.E.A.D.S.: if R.E.A.D.S. is allowed to purchase more titles of each book so the waiting list is not so long, this could really impact our library. Since we have limited funds this would really help our patrons get materials they enjoy---but the library cannot purchase.
1	Technology: most librarians are not "tech savvy." While we are learning, the advancements each day are speeding past us. We need help in keeping up and advice in purchasing the modern equipment.
1	AGent - because the small rural libraries have limited space to have a large collection of titles and with ILL library customers can request many, many titles
1	I am so happy to hear that TEL usage is up by 34% because I think this is the best kept secret in the library. With access to so many databases TEL provides unlimited resources to our patrons. I would love to see TEL usage by libraries tracked so individual libraries might know how many of their patrons are using it. Might we somehow be able to track this as we do R.E.A.D.S.?
1	Encouraging resource sharing would bring all libraries together in their efforts to serve the public.
1	Technology grants: without computers and network equipment many libraries would not be able to provide patron access to information. Technology and the expertise to run it would not be possible for small libraries.
1	Technology grants have the biggest potential because they open a window of opportunity where rural and poorer libraries can "reach for the gold" by adding new library technologies to their services so that not only are patrons' enjoyment of services increased, but also the administration, cataloging, circulation aspects of libraries are vastly improved. After all, we are living in a most modern age where people expect--no,

Count	Response
	they demand-- technology in their libraries.
1	Hopefully R.E.A.D.S. for e-readers and updated technology for patrons using public computers; partnering with other libraries for interlibrary loan continues to be strong.
1	R.E.A.D.S.: as e-book technology is the future, I hope we can get the licensing concerns with publishers worked out and libraries don't get locked out of access to e-books.
1	TEL and R.E.A.D.S.: the reference materials that we have the ability to purchase for our libraries are outrageously expensive! With TEL, there are so MANY resources offered that we as individual libraries could never afford. R.E.A.D.S. is the same - it increases our collection by offering an online option, as well as audio options. Without both of these resources our libraries would suffer.
1	Another hard one! book money, technology---all of the ones listed will improve our services! We are rural. We were able to include VERSO in our grant money this year, which made our purchase possible.
1	R.E.A.D.S., tech grant, network services, TEL and the others help the libraries better serve our communities with the services they require, especially the small libraries.
1	I believe at this point it is a very computer oriented world and with funding for TEL, this targets all ages, not just for a certain age or genre.
1	Technology grants allow public libraries with limited funds to provide current technology for use by all. Also, each of the priorities listed requires a minimum level of technological capability. Ensuring that libraries have the needed technology is foundational to improving any library service in the 21st century.
1	R.E.A.D.S.: since e-books are clearly the wave of the future. It is also exciting that everything can be large print. Other advantages are that it fixes parking problems and is available at all hours.
1	Tech grants will have the potential for improving services for many libraries with the new circulation system Verso.
1	It's hard to choose just one, but I would say that any program that involves improving the lives of our patrons has potential for improving library services in TN.
1	Each month I am seeing more and more people signing up for R.E.A.D.S. and the TEL is a great asset as well.
1	Technology grants and the Network Services Consultants who make them happen have already improved library services across the state significantly and will continue to do so as technology advances and the consultants work to be sure the libraries keep up.
1	Technology grants: patrons are using computers every day. Purchase of materials for library collections: if materials are not up-to-date with what your patrons need they will not return very often.
1	I could see where each one with the right leadership and guidance and sufficient funding would greatly improve library services in Tennessee.

Count	Response
1	Tech grants and disadvantaged grants because they allow us to do things we wouldn't otherwise be able to do.
1	Library for the Blind and Physically Handicapped has the ability to reach an even greater number of people with more promotion and advertisement. Technical services on a state level provided to counties on a local level can make an even greater impact when the services are there for libraries to take advantage of and free other monies for other programs and services for the community.
1	I would say the R.E.A.D.S. program. As technology shifts the way people read their materials, we need to be able to address those changes. Computers in the library are important, but to a very small percentage of patrons who do not either own one or do not have access to broadband internet service. Almost every patron wants books or at least movies.

7. Among the LSTA Grants to States program priorities are: encouraging resource sharing, fostering strategic partnerships and, serving people who have difficulty using traditional library services. Please share any examples or comments about TSLA's work in these areas.

Count	Response
1	I cannot say.
1	N/A
1	NA
1	NONE
1	Resource sharing: without AGent the service would be impossible to implement.
1	Resource sharing is awesome.
1	Serving people who have difficulty using traditional library services
1	State run ILL would ease the cost of shipping for small libraries.
1	TEL is wonderful!
1	The RDL laptop grant is allowing us to hold more training for our patrons.
1	These grants are giving libraries the ability to help our patrons.
1	We have personally signed up patrons for materials from the Blind and Handicapped.
1	Solid aid for TN libraries
1	Encouraging resource sharing? If by this you mean a statewide interlibrary loan courier service, I think that this appears to be a waste of money. A countywide or region wide courier would be more appropriate. Better yet, use the money to hire more Network Consultants.

Count	Response
1	We appreciate the efforts of TSLA in giving the libraries the tools we require to partner with organizations in our community. Example: the Rural Libraries Computer Grant gives us the opportunity to bring computer classes to those who would not ordinarily have this option.
1	Without the support of the TSLA, our patrons, community and service area would suffer greatly. We could not adequately function or maintain the quality of services we now have available to the public were it not for the support of TSLA.
1	We do share the services for the Library Services for the Blind and Handicapped with our patrons who have a problem with traditional library services.
1	It appears to me that TSLA's use of LSTA funds accomplishes all these things. (See my answers to previous questions for elaboration.)
1	I have partnered with the elementary school for Summer Reading and the library for things like scavenger hunts.
1	Considering the great variety of projects, each targeted to a specific demographic, there is no Tennessean who cannot benefit from one or more of these programs.
1	A couple of years ago we received a grant for video gaming in libraries. Our patrons still enjoy using the gaming equipment, but the most lasting effect has been on circulation of books for youth and young adults. Our collection was woefully out-of-date, and we used a good portion of our funds to buy books for reluctant readers/teen readers. We were able to see that 'if you have the right books, they will read,' Now teen/young adult books probably make up about 30% of our total circulation.
1	The TEL fosters resource sharing and partnering and the Library for the Blind is just one of many resources for people that have difficulty using traditional library services.
1	Tennessee union catalog and AGent help support resource sharing via traditional inter-library loan.
1	We utilize the collaborative summer reading and LOVE IT! We love the R.E.A.D.S. program as do our patrons. TEL's databases, Power Search, newspapers, homework help, TEL4kids, are truly valuable resources. We encourage visually-impaired patrons to enroll and use the Library for the Blind. I personally want to express my gratitude to the TSLA for this service; my great uncle used this for decades and I enjoyed listening to his books with him. Thank you...
1	All of the resources provided by the LSTA grants foster, encourage and serve the people of the state. We had a man in this morning that was having to apply for unemployment in Kentucky and came to the library instead of having to drive 60 miles. Through the use of our computers he was able to get computer instruction and with our assistance was able to save himself the gas and the time and apply for his benefits. We have also had several patrons in the past week that were looking for test prep books and we were able to refer them to the Learning Express site on TEL.
1	The program for the Blind and Handicapped is very important for serving people who have difficulty using traditional library services.
1	The technology grants have enabled us to reach patrons who otherwise would not have

Count	Response
	access to vast information resources.
1	Services for people who cannot read regular print have a big impact on a person's ability to still have access to books.
1	By offering TEL/R.E.A.D.S. and Agent, the State Library and Archives is meeting its priority of serving people who have difficulty using traditional library services.
1	I have particularly enjoyed TSLA's in-service programs at our regional library as well as webinars that have been very helpful.
1	The funds have been utilized in our library to have a career center, encourage early literacy programs and set up an adaptive technology center. All of which provide resources still being utilized to date. We have a blind patron going to school via the adaptive technology center where she reviews and writes papers and conducts research. We've also been able to establish ongoing relationships with other local non-profits via the grant process and open lines of communication to work together in other ways too.
1	LSTA funds help the people who need a little extra help, and the funds help me bring more to them.
1	We have several patrons who have used Library for the Blind and Physically Handicapped service; it really helps them to be able to read the current books and magazines.
1	We are able to inform our patrons of all the services, such as TEL and the e-book program that our patrons can use even though these are not "housed" in our library. We also let our patrons know that it is through matching grants that we have public computers.
1	Partnership with USDA for grants: partnerships with local daycares and public television stations to take advantage of services.
1	I feel that the state as a whole does an excellent job of sharing resources, with the State Library making it easier, as well as encouraging it. I am from a library in the Watauga Region, and I feel blessed by the level of resource-sharing our region does. I know that our populations are very pleased with our system, and it has made a big difference for so many people. The state is also fostering, through LSTA programs, service to non-traditional users. This is accomplished especially through R.E.A.D.S. and TEL, by making resources available at any time of day, from any computer or device with Internet access. This allows those who cannot come to a physical library the ability to receive service. It is also nice for those who need additional access outside of regular hours.
1	With our library collection being limited, the interlibrary loan program gives our patrons access to those books which we do not have. This program is widely used by our patrons. The EG Fischer Library works with us on a daily basis to meet the needs of our patrons.
1	We use AGent daily for ILL requests both as a borrower and lender. Even though we have some large print books, we have some patrons who cannot see the print and that's when we inform them about the Library for the Blind and Physically Handicapped. Just

Count	Response
	knowing there's something out there that they can utilize seems to bring a smile to their faces especially if they love to read.
1	The RLCG has been wonderful, and we are thrilled with everything it will provide for our community.
1	TSLA is doing a good job of in-services and workshops to train local staff to implement partnering and resource sharing. We have been doing this for a long time; now we need to blow our horns.
1	The bookmobiles were a vital part of providing services to those in nursing homes and programs such as Headstart and CDC. I am not sure how our library will be able to provide the services. Rotating collections helped us round out our collection, especially in the DVD area, since we can't afford to purchase them. Another program that is of vital importance is the Library for the Blind: I have been able to steer several patrons to them, and, since they are no longer coming in, can only assume that they are receiving services at home.
1	I have several patrons that receive service from the Tennessee Library for the Blind and the Physically Handicapped.
1	Through ILL and R.E.A.D.S. everyone now has access to everyone else's collection and that resource sharing is important to libraries who do not find the money to maintain their own collections; the R.E.A.D.S. program is a good example of fostering strategic partnerships as was the partnership between the TN Workforce Development agencies a few years ago when people started losing their jobs and needed the libraries to help handle the flood of people who were applying for unemployment benefits; I guess the Library for the Blind would address that last priority, although our library has only had one patron over the past 13 years that asked us for help with that service.
1	Our library enjoys sharing resources with other agencies in our area. We have asked for help from agencies, as well as given help to agencies. Together we are able to reach people who would not usually search out the library for information or services. In turn we have been able to steer those same people to the services of those partnership agencies.
1	TEL gives access to materials that small libraries cannot provide. The Library for the Blind and Physically Handicapped also provides materials that small libraries cannot fully provide because of budget restraints.
1	Through LSTA funds we have been able to reach out to the Hispanic community with off-site programs and a good-sized collection of easy and juvenile books in Spanish.
1	As stated above, the TEL provides resources to all of us. Technology grants make it possible for our patrons to access information about the world that they would otherwise not be able to learn.
1	The R.E.A.D.S. program offers patrons who have difficulty getting to the library the choice to download books to read.
1	TSLA provides the libraries of Tennessee with exceptional IT personnel, resources that we could not otherwise afford and high speed internet that is NOT available to rural

Count	Response
	areas. In Perry County the unemployment rate is incredibly high, the community relies on the libraries to provide what they cannot obtain at their home...online job hunting assistance, resume writing assistance and many other options.
1	TSLA has done a good job in this area and continues to seek other opportunities to promote these to the libraries.
1	As mentioned earlier, our patrons are using more ILL (resource sharing) services than ever before. The problem is we don't have enough money in our budget to pay the shipping costs at the rate they request to borrow. Several years ago we initiated a courier program between the Manchester and Tullahoma libraries and we courier several thousand items between the two libraries each year. This past year we also learned of some patrons who could benefit from the services of the TN Library for the Blind and Physically Handicapped and gave them an application for service. One was a long time patron that had a stroke and could no longer come to the library. This lady had long enjoyed using our audio book collection and now is able to continue to listen for pleasure and to help her pass the time.
1	TSLA does a fantastic job and is helping to guide, facilitate and train librarians in the region. We are lucky to have that support mechanism.
1	The interlibrary loan system in Tennessee is a great advantage to many small rural libraries. Being able to help patrons find the materials they need should always be our primary job.
1	I enjoyed the in-service held in Sparta by TN Library for the Blind and Physically Handicapped (LBPH). As a previous special education teacher and vocational rehabilitation counselor it moved me to know just how well we are caring for the needs of these valued patrons. I was thrilled by the amount of resources we are able to provide and recently ran an article in our local paper promoting these as well as digital downloads (R.E.A.D.S.), TEL and other resource sharing services.
1	We have many patrons who have vision problems. They appreciate the money allowed for large print and audio books. I have also been able to purchase larger monitors for several of our computers.
1	We used a technology grant in the past to place public computers in the community center of a public housing project, allowing internet access for patrons who cannot afford it and could not afford transportation to the library. Our large print and audio books have helped serve an aging population.
1	MPL is grateful for the grants and the support staff who provide the necessary skills and service to offer exceptional service to every patron that values the public library system.

8. If you could improve the LSTA program in Tennessee in any way, what would that change be? What program or programs are most important to your library?

Count	Response
1	Courier service
1	Grant program is real important to our library due to our limited funds.
1	Help us keep our technology up-to-date. That is most critical for us.
1	I would allocate more funds to the R.E.A.D.S. program and hire at least one more network consultant.
1	I would not change it. All the programs are very important to us.
1	ILL, tech grants and R.E.A.D.S. really help this library
1	LSTA is doing a great job! They are all important.
1	LSTA should also refund the libraries for books borrowed from libraries.
1	Money sources whether it is for technology or books since we are a smaller library
1	More (easy to understand) technology training for librarians and staff
1	More money for TEL
1	NO CHANGE
1	Not sure
1	Not sure about any change
1	R.E.A.D.S. and materials purchase are the important ones to me.
1	Technology; R.E.A.D.S.
1	Technology and materials funding
1	The R.E.A.D.S. and technology
1	The technology grant has shrunk over the years. The funding is missed.
1	They do a great job on all.
1	They have been listed in the above questions and comments.
1	Decrease the amount of paper work and streamline the time line.
1	increase the R.E.A.D.S catalog content.
1	Technology grants and shared statewide online catalogue and R.E.A.D.S.
1	Use the money to improve high speed Internet access, more IT help, and most importantly of all STAFF TRAINING. There is a vast majority of library directors and staff who are uneducated and unskilled in this area. How can we help our patrons if the staff is not technologically savvy?
2	Tech grants, Network Services Consultants, materials for library collections, Agent,

Count	Response
	statewide online catalog: the loss of any one of these services would severely impact our library's ability to provide each of those services to our patrons.
1	Libraries are not one-size-fits-all; more attention should be paid to what librarians are actually asked for by their patrons.
1	Reduce the technology match to $250. Offer more state funds to help with purchasing a lease plan. The technology grants, state funding, AGent, TEL and R.E.A.D.S. are all very important in a small library setting.
1	Increase technology funding. It would be so awesome to have five new public computers as ours are so old and without the capabilities for Skype and other functions. All these programs are important as they allow us to be the communication hub of our county. Collection development, funding and digital resource sharing are most important to our library. We were so proud that technology grants helped us to purchase AGent Verso and look forward to the efficiency and expansion it will bring in circulation.
1	Continue to put funds into the libraries' hands to purchase materials. Also, make technology grants easier for the poorest libraries to participate by reducing the amount of matching funds to be raised.
1	I don't have any suggestions for improvements, but R.E.A.D.S., technology grants, and network services are important to our library.
1	I would like to see more money used for library construction as well as purchasing of materials. Although we push TEL, it is rarely used by our patrons either inside or outside of our building so I feel that that money could be better utilized. The most important programs to our library are receiving funds for materials, R.E.A.D.S., technology consultants, and technology grants. LSTA grants used to be very important to us but since they have been limited to projects that require the library to have dedicated space (for job computer labs and gaming areas) we can no longer benefit from them due to lack of space.
1	All of the programs are important to our library. I think the State does an excellent job with the LSTA funding.
1	Not having limitations on what the LSTA money for materials may be spent on, as every library differs according to area. It would be better to be able to meet the needs of the patrons instead of being required to purchase items that do no not ever get checked out.
1	I would like to see expanded offerings in TEL and R.E.A.D.S. Our patrons also often express a similar wish.
1	The Gates computer grants and TEL are our most important programs. They have been very important to our growth over the last five years. I would like to see the frequency of upgrades in grant technology be increased. Our grant computers are getting costly to maintain as they get over three years old.
1	As with most of us, grant funds have enabled us to purchase technological materials -- computers, etc - that we might not have been able to purchase with our budgets.
1	I encourage the state to create more integrated grant/workshop/program opportunities like the excellent way that the laptop lab grant was coordinated with workshops on

Count	Response
	serving the underemployed and unemployed so that the workshops assisted us in implementing the grant funds in the best way possible. I would further encourage TSLA to continue offering educational programs and training for librarians across the state.
1	The tech grants are so important to our library and make possible for us to replace/update old computers, do staff development, and upgrade our circulation system. Without the matching funds it would take us twice as long to make these changes.
1	The grants programs (not only technology) have really been important for this library. TEL is probably the best service the state has provided for the libraries and has become very important.
1	I think that the LSTA program in Tennessee at this time is working the best that it can in our current economic conditions. I think that the funds for the disadvantaged are the most important to our library. To be able to expand our large print collection and audio book collections is a high priority, because most of our patrons are of the older generation and they need these types of materials.
1	Our services through the regional office have been cut back and we are feeling this. I would like to see the funding restored for the services they have provided in the past.
1	More funding for technology grants to the local libraries and possibly a second person to serve as a NSC in each grand division of TN to work with the current NSC in the given area
1	The services provided to our public libraries on a state level through both the state library and the regional libraries are critical for a small public library's survival in today's economy. Any change that occurs that puts more of a burden on the small public library decreases the opportunities we are able to provide to our patrons. The state support of grants, monies for materials, technical support and training provided by our state and regional libraries are a critical tool in the success of libraries statewide.
1	I would not change anything. It appears to be working correctly. The LSTA matching grants make a lot of what we do possible.
1	Most important to my library: LSTA technology grants, Regional Library grants, R.E.A.D.S., and LSTA materials grants.
1	We benefit the most from LSTA grants when we are able to purchase new computers and keep our technology current.
1	Any extra money from any source we can get coming into the library help us improve our services. A rural library has a day to day struggle with low funds and large numbers of patrons. All help is appreciated.
1	I am not sure what could be improved as I have not dealt with this program very much. More funding is always a way to bring in more services or to improve what is already in place.
1	The timeline in getting the funds to the libraries: MANY times funds are not available until the END of the FISCAL year and this pushes us trying to get requisitions, purchase orders and spending the funds before DEADLINES that are required at the end of the

Count	Response
	year.
1	I would not change. Internet use is very important, because a lot of my patrons do not have computers at home.
1	The opportunity to maintain current technology by participating in the matching grant program has vital importance to our library.
1	The regional libraries have been a GOD-SEND for us. Their expertise in legal, systems, technical, reporting, etc. is monumental and still some of the changes have been a blow to this library. We hope the new ILS system will be helpful to our patrons and also better assist staff and director with reports and daily circulation operations. I do think that the in-service programs are a great help and it seems to always be helpful for libraries to be able to share issues and information face to face.
1	Answer same as above. If we ever receive high speed internet, all of the help with technology will be vital.
1	It would be great if we could have ancestery.com as a potential website and have it included in TEL. Our library has it (at the cost of almost $2000 per year). Currently our Foundation is paying for it; however, I don't know how long they'll be able to continue that.
1	I have been able to maintain $5400 in matching grant money for the past few years. When the state cuts technology grant money it makes the city leaders feel technology isn't so important. I am afraid I will not be given that amount next year-once gone it hardly ever gets put back in the budget.
1	It seems to me that the main improvements would come from increased funding, which I realize the state doesn't control. R.E.A.D.S. is such an excellent way to reach traditional and non-traditional users, but the wait time can be so long to get items that it can be discouraging. The only real way to solve that problem, though, is to purchase more, which requires more money. I believe that the state is doing an excellent job of making the money they have go a long way. The same funding situation exists with TEL and technology grants. The state should be commended for making available what they do.
1	More/better technology is needed throughout the state. I would like to see examples from other libraries of programs that they have been able to implement with LSTA funds. This sharing of ideas/grant requests from other libraries would be very useful.
1	We have difficulty raising funds to match grants. Because of this, we limit what we apply for to make sure we can afford it.
1	I would fund it better so that they could establish current technology at all libraries so that all aspects of the digital divide could be more effectively addressed and librarians could be trained to adapt to the ongoing onslaught of digital changes impacting our citizens so we can help them in life and work. The tech grants are most important to us as we strive to maintain some semblance of relevancy to our community.
1	Technology grants are most important to us and the only way I would change the program would be to broaden the resources thus made available.
1	We have greatly benefited from all of the programs that are funded with LSTA funds. It

Count	Response
	would be nice to have a longer amount of time to spend material monies. We have lost funds because we did not get them spent in the approximately six weeks we had to make purchases.
1	I think I would change the way in which LSTA money can be spent on certain book topics. There are so many in this area that cannot afford to buy books and so they would benefit greatly by any book that could be purchased and to allow the money to be spent to meet the needs of the community and not always just on certain topics that no one will ever check out.
1	The only thing I would like to see libraries have back are grants to do programs within their libraries and communities that would be beneficial to their citizens. For many years, we could apply yearly for grants for special programs. Then it was changed to every other year, due to funding cuts. Then it was changed to every other year AND the choices about what types of programs you could do was set at the state level, rather than allowing it to be individualized based on what communities needed. These grants as they were in the beginning were awesome opportunities for libraries to grow areas of services and resources. And often, other libraries picked up ideas from seeing what some other library did.
1	The most important one for me would be the purchase of library materials money because of budget. Without it I wouldn't be able to offer patrons a wide selection to choose from. It also helps our local Headstart program with materials that I purchase for them.
1	I wish I had understood the importance of the LSTA grant matching funds program. Last year was the first year I used it, and I was able to replace very old circulation equipment with it.
1	Re: Funds to purchase materials--It seems amounts and availability dates are sometimes unknown until the "last minute". It would help to be able to plan spending better by knowing that information at the first of the year. R.E.A.D.S.: Patrons are frustrated with the long waiting lists.
1	Tech grant, R.E.A.D.S., Network Services, TEL, AGent and the others to some degree. Some of the programs could be more user friendly (AGent).
1	Besides more money?? I am glad I am not the one who has to balance the funding of books vs. computers vs. the TEL.
1	All of the programs are an integral part of local libraries. Our library board really misses our regional director when she cannot attend our meetings. I understand this will not be a priority when the big change comes. But, speaking for my library board, her input is helpful when making major decisions, especially transforming into a 21st century library. She brings a level of authority and expertise they listen to. Also, continuing education for library staff is super important.
1	R.E.A.D.S. is a great service, but you have to have the money for the devices to access it and the lower income population is left out. The technology grants are great, but I would suggest that the grant coordinators stop trying to tell the local libraries what they can and cannot buy. When we write our grants, we research the products we need, what

Count	Response
	will provide the best service for the best price. We look at durability, upgradability, and make our selection. We don't need to be told to buy a cheaper product that won't meet our needs just because it is cheaper.
1	I think that the LSTA program is doing an outstanding job. I don't have any suggestions at this time. Just keep up the good work.
1	R.E.A.D.S. and grants are the most important. The change would be to get the word out better for TEL and I don't know what that would be since we have tried to do that and not been successful.
1	I'm not sure if this falls under your jurisdiction or not, but it would be great to be able to improve (digital) access to archived materials. We have lots of requests for information from genealogy folks, and I have had difficulty finding the information they want. (Could be my lack of training!) I know we have lots of good resources through TEL, but we need more old documents available digitally.
1	Technology and training /education for staff are the most important: if we have the tools and the knowledge, we can then teach our patrons.
1	Materials traditional and electronic are still so underfunded in Tennessee. The types of material and formats keep multiplying, but library materials budgets do not. Traditional material, public computers and the e-R.E.A.D.S. programs are the programs that clients use and want the most.
1	They are all of utmost importance to our library and our staff. I would add more programs to enhance these other fine offerings of our State Library, but I don't know what they would be.
1	Education of librarians in the use of services offered: we see these emails, but have no idea what they mean to us. Regional staff's personal encouragement is very important to getting the importance of workshops out to staff. Sometimes workshops are offered in areas that are farther than our travel budgets allow. The Regional transportation helps us travel to Memphis or Nashville to these workshops. Tech grants that help us update our computers keep them up-to-date and we have fewer problems with service to our patrons.
1	I can't think of anything I'd want to give up....all the services have become important to our patrons. However, it would be great if we could add an online program for folks who want to learn a foreign language.

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

Value	Count	Percent %
Public Library Director	69	61.6%
Librarian in a "one-person" library (I do it all!)	18	16.1%
Children's/Youth Services Librarian	2	1.8%
Reference/Information Librarian	1	0.9%
Interlibrary Loan or Technical Services Librarian	1	0.9%
Library Technology Specialist	8	7.1%
Other Library Staff	4	3.6%
Other (Please specify.)	9	8%

If you selected "other," please specify here.

Count	Response
1	All of the above except "one-person" we are a "two-person"
1	Assistant Director
1	Assistant Director/Branch Librarian/Head of Technical Services
1	Bookkeeper
1	Branch Manager
1	Collection Development Manager
1	Customer Service Tech
1	interim director
1	supervisor
1	systems admin
1	Special Services Librarian: interlibrary loan, memorials, financial deposits, book requests, coordinate with Friends
1	While I am library director, I am the only full time employee. I organize story time and any other programs, do outreach for community groups, order materials, answer reference questions, help patrons who are using the computer as well as assisting them in finding print materials they seek, check books in and out, shelve----though I have part time help who are wonderful, I work alone four mornings each week.

10. Please indicate the size of the community your library serves.

Value	Count	Percent %
Fewer than 250	2	1.8%
250 - 499	2	1.8%
500 - 2,499	10	9.1%
2,500 - 9,999	28	25.5%
10,000 - 49,999	50	45.5%
50,000 - 99,999	12	10.9%
100,000 - 499,999	4	3.6%
500,000 or more	2	1.8%
Does not apply	0	0%

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

Value	Count	Percent %
Less than $10,000	8	7.3%
$10,000 - $49,999	15	13.6%
$50,000 - $99,999	20	18.2%
$100,000 - $249,999	37	33.6%
$250,000 - $499,999	14	12.7%
$500,000 - $999,999	6	5.5%
$1 million or more	7	6.4%
Don't Know/Not Sure	3	2.7%

Appendix D - List of Acronyms and Terms

AGent   Tennessee's online union catalog. http://tenn-agent.auto-graphics.com/agent/login.asp?cid=TENN&lid=TNS&mode=q

BARD   Braille and Audio Reading Download – the National Library Service's Digital Downloading Program   https://nlsbard.loc.gov/instructions.html

BTOP   Broadband Technology Opportunities Program, a program of the U.S. Department of Commerce National Telecommunications and Information Administration   http://www2.ntia.doc.gov/

CSLP   Collaborative Summer Library Program - The Collaborative Summer Library Program (CSLP) is a grassroots consortium of states working together to provide high-quality summer reading program materials for children at the lowest cost possible for their public libraries. http://www.cslpreads.org/about.html

ILL   Interlibrary loan

IMLS   Institute of Museum and Library Services   http://www.imls.gov

LBPH   Library for the Blind and Physically Handicapped – General name applied to state-level outlets of the National Library Service programs. Tennessee's LBPH operates as a unit of the Tennessee State Library and Archives and is known as "The Tennessee Library for the Blind and Physically Handicapped." http://www.tennessee.gov/tsla/lbph/index.htm

LSTA   Library Services and Technology Act - LSTA is part of the Museum and Library Services Act, which created the Institute of Museum and Library Services (IMLS) and established federal programs to help libraries and museums serve the public. The LSTA sets out three overall purposes:
- Promote improvements 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; and
- Encourage resource sharing among all types of libraries for the purpose of achieving economical and efficient delivery of library services to the public.

The LSTA Grants to States program is a federal-state partnership. The Program provides funds using a population-based formula, described in the LSTA, to each state and the territories through State Library Administrative Agencies (SLAAs).

NSC   Network Services Consultant Program – Program that provides technical leadership and performs information systems technical support work for public libraries. http://tn.gov/tsla/lps/technology.htm

R.E.A.D.S.   Regional eBook and Audio Download Service (R.E.A.D.S.) – Program that provides a collection of digital books and audiobooks that library patrons can download.   http://reads.lib.overdrive.com/

TACL   Tennessee Advisory Council on Libraries – Duties of this body, which is appointed by the Tennessee Secretary of State, are: The functions and responsibilities of this organization shall be those designated by the Secretary of State, and shall include:
1.   Advise the Tennessee State Library and Archives on the development of the long-range program for library services in Tennessee.
2.   Advise the Tennessee State Library and Archives on policy matters in the administration of the long range program.
3.   Assist the Tennessee State Library and Archives in evaluating library programs, services and activities.
http://tn.gov/tsla/lps/tacl.htm

TEL   Tennessee Electronic Library – Tennessee's suite of online databases.
http://tntel.tnsos.org/

TSLA   Tennessee State Library and Archives   http://tn.gov/tsla/index.htm

Universal Class   Commercial online continuing education course provider to schools, libraries, companies, educators, and individuals.
http://www.universalclass.com/myinterests/aboutus.htm

Appendix E – Bibliography of Documents Reviewed

American Evaluation Association, "Guiding Principles for Evaluators," 2004.

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See also Appendix D (List of Acronyms and Terms) for links to websites reviewed during the evaluation process.

Appendix F - Summary of Coding Used in Qualitative Analyses

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

- Descriptive codes come from comments from focus group participants who were asked to indicate which LSTA-funded program(s) had the greatest impact on their libraries. Positive and negative comments were recorded separately.
- Descriptive codes come from comments from interviewees who were asked which LSTA funded programs had a significant impact on their libraries. Qualities coding is pulled from responses to all interview questions. If the interviewee mentioned the same concept multiple times, only one code was applied. Negative comments were noted.
  - Descriptive codes come from responses to four open-ended questions included in the online survey, completed by 112 individuals.
  - Q2: Briefly tell us about the impact that your highest ranked service(s) has had in YOUR library.
  - Q4: Briefly tell us about the impact that your highest ranked service(s) has had on a STATEWIDE basis.
  - Q5: Which of the services or initiatives listed offers the greatest VALUE to library patrons? Please explain why you selected this service.
  - Q6: Which of the services or initiatives listed has the greatest POTENTIAL for improving library services in Tennessee?
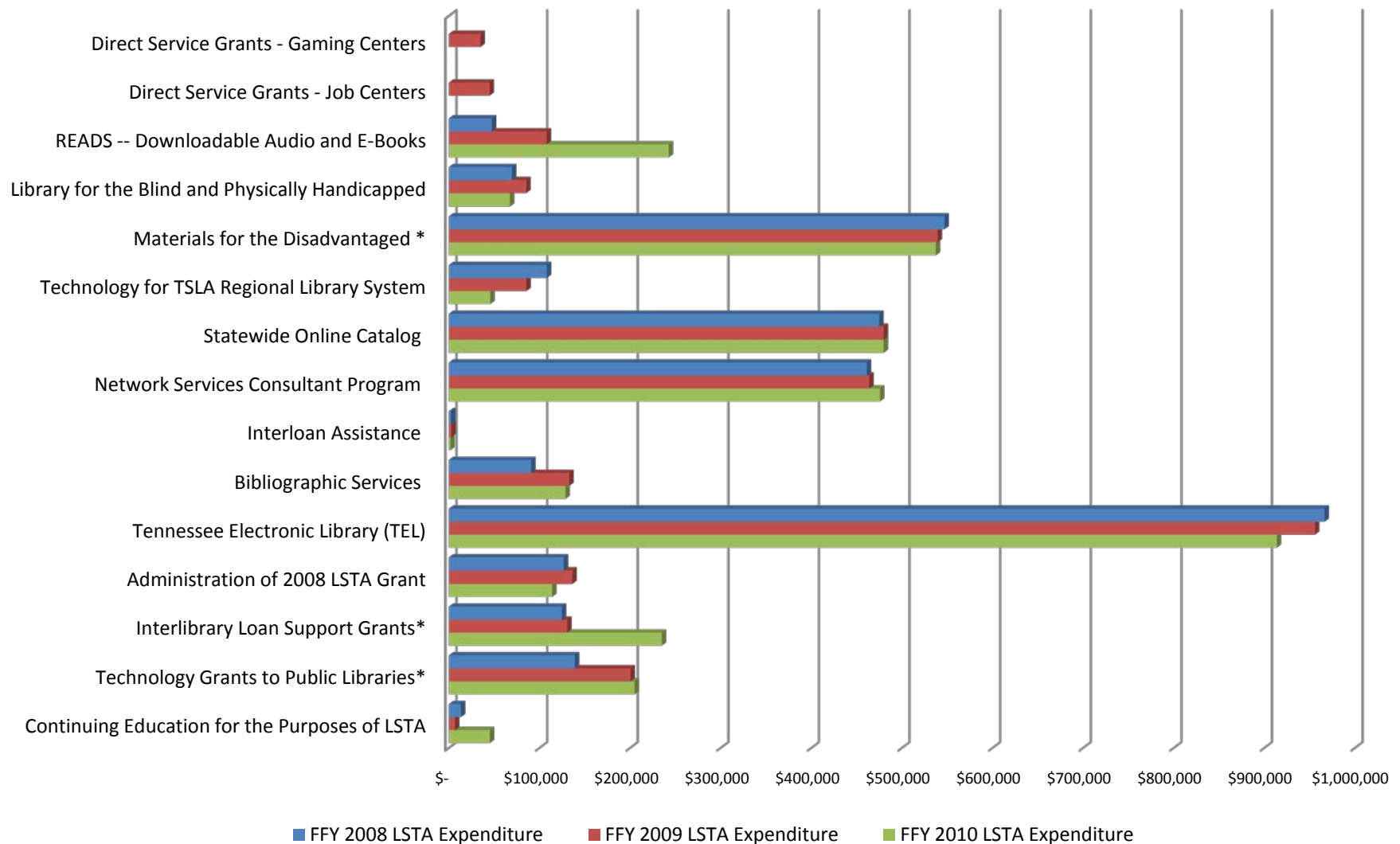
Descriptive Codes	*Focus Groups*		*Library Leader Interviews*		*Survey Open-end Responses*		*Total*	
	+	**-**	**+**	**-**	**+**	**-**	**+**	**-**
Regional eBook and Audio Download Service (R.E.A.D.S.)	24	5	17	4	110	8	**151**	**17**
Tennessee Electronic Library (TEL)	27	3	26	2	76	11	**129**	**16**
Network Services Consultant Program (NSC)	5	1	8	0	47	2	**60**	**3**
Interlibrary Loan (ILL)	7	0	4	3	24	4	**35**	**7**
Training/Continuing Education	5	4	5	1	7	2	**17**	**7**
AGent (Union Catalog)	2	0	7	1	32	1	**41**	**2**
Technology Grants	10	4	11	1	84	4	**105**	**9**
Partnerships	1	0	6	2	3	0	**10**	**2**
Library for the Blind and Physically Handicapped (LBPH)	2	1	1	0	14	1	**17**	**2**
Resource Sharing	3	0	6	3	14	3	**23**	**6**
Materials/Books for the Disadvantaged	20	3	7	4	71	2	**98**	**9**
e-Books/Downloadable Content	4	3	2	0	26	2	**32**	**5**

Appendix G – Tennessee LSTA Expenditures by Program and Year

Program	FFY 2008 LSTA Expenditure	FFY 2009 LSTA Expenditure	FFY 2010 LSTA Expenditure	3-Year Total	% of 3-Year Total		% of "08 Total	% of '09 Total	% of '10 Total
Continuing Education for the Purposes of LSTA	$ 13,417	$ 6,858	$ 45,237	$ 65,512	0.65%		0.42%	0.20%	1.29%
Technology Grants to Public Libraries*	$ 139,115	$ 200,500	$ 205,000	$ 544,615	5.41%		4.38%	5.88%	5.87%
Interlibrary Loan Support Grants*	$ 124,770	$ 130,752	$ 235,089	$ 490,611	4.87%		3.93%	3.84%	6.73%
Administration of 2008 LSTA Grant	$ 126,921	$ 136,359	$ 114,080	$ 377,360	3.75%		4.00%	4.00%	3.27%
Tennessee Electronic Library (TEL)	$ 966,663	$ 956,005	$ 913,902	$ 2,836,570	28.15%		30.47%	28.04%	26.16%
Bibliographic Services	$ 90,962	$ 132,923	$ 128,741	$ 352,626	3.50%		2.87%	3.90%	3.69%
Interloan Assistance	$ 2,396	$ 2,847	$ 1,781	$ 7,024	0.07%		0.08%	0.08%	0.05%
Network Services Consultant Program	$ 461,308	$ 464,028	$ 475,925	$ 1,401,261	13.91%		14.54%	13.61%	13.62%
Statewide Online Catalog	$ 475,000	$ 480,000	$ 480,000	$ 1,435,000	14.24%		14.97%	14.08%	13.74%
Technology for TSLA Regional Library System	$ 108,148	$ 85,655	$ 45,782	$ 239,585	2.38%		3.41%	2.51%	1.31%
Materials for the Disadvantaged *	$ 547,056	$ 539,500	$ 537,551	$ 1,624,107	16.12%		17.24%	15.83%	15.39%
Library for the Blind and Physically Handicapped	$ 69,784	$ 85,553	$ 67,463	$ 222,800	2.21%		2.20%	2.51%	1.93%
R.E.A.D.S. -- Downloadable Audio and E-Books	$ 47,488	$ 107,996	$ 242,735	$ 398,219	3.95%		1.50%	3.17%	6.95%
Direct Service Grants - Job Centers		$ 45,000		$ 45,000	0.45%		0.00%	1.32%	0.00%
Direct Service Grants - Gaming Centers		$ 35,000		$ 35,000	0.35%		0.00%	1.03%	0.00%
TOTALS	$ 3,173,028	$ 3,408,976	$ 3,493,286	$ 10,075,290	100.00%		100.00%	100.00%	100.00%

*Indicates grants to multiple libraries

Tennessee Library Services and Technology Act Evaluation (2008 – 2012)
Appendix G – LSTA Expenditures by Program and by Year

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Tennessee LSTA Expenditures by Program and Year

Chart categories (top to bottom):
- Direct Service Grants - Gaming Centers
- Direct Service Grants - Job Centers
- READS -- Downloadable Audio and E-Books
- Library for the Blind and Physically Handicapped
- Materials for the Disadvantaged *
- Technology for TSLA Regional Library System
- Statewide Online Catalog
- Network Services Consultant Program
- Interloan Assistance
- Bibliographic Services
- Tennessee Electronic Library (TEL)
- Administration of 2008 LSTA Grant
- Interlibrary Loan Support Grants*
- Technology Grants to Public Libraries*
- Continuing Education for the Purposes of LSTA

X-axis: $- $100,000 $200,000 $300,000 $400,000 $500,000 $600,000 $700,000 $800,000 $900,000 $1,000,000

Legend:
- ■ FFY 2008 LSTA Expenditure
- ■ FFY 2009 LSTA Expenditure
- ■ FFY 2010 LSTA Expenditure

Tennessee Library Services and Technology Act Evaluation (2008 – 2012)
Appendix G – LSTA Expenditures by Program and by Year

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APPENDIX H – Research Instruments

Tennessee LSTA Focus Group Questions

Himmel & Wilson is working with the Tennessee State Library and Archives to conduct an evaluation of the State's implementation of the Federal Library Services and Technology Act (LSTA) "Grants to States" program. The "Grants to States" program is a population-based formula driven program intended to fulfill specific purposes outlined in the Museum and Library Services Act. Under the Act, each state is required to conduct an evaluation of the program every five years. The current evaluation covers activities conducted under the State's approved LSTA plan for the period between 2008 - 2012.

Major programs and initiatives that currently receive LSTA funds in Tennessee are the Tennessee Electronic Library (electronic databases - $ 870,000 for 2010-11), Materials for the Disadvantaged(funds for libraries to purchase materials administered through the regional libraries - $539,000 in 2010-2011), Tennessee Public Library Catalog – Agent/Autographics - $ 480,000 in 2010 – 2011), Network Services Consultants ($457.000 in 2010 – 2011), READS – downloadable books ($ 217,000 in 2010 – 2011), ILL Support (grants, OCLC-GAC, etc. $ 238,000) and Technology Grants to Libraries (50/50 match - $205,000 in 2010- 2011)

LSTA "Grants to States" funding for Tennessee has decreased from over $3.4 million in FY 2010 to just over $3.2 million in FY2011 as total Federal funding for the program has been reduced.

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

2. *Many of the activities of the regional libraries would not be possible without LSTA support. In what ways do the regional libraries make a difference to your library?*

3. *LSTA provides funding for both traditional library materials (books, audio books, DVDs) and electronic resources such as the TEL databases and READS downloadable materials. How much of an impact do these programs have on your ability to deliver 21st Century library service?*

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

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

Tennessee LSTA Interview Questions

Himmel & Wilson is working with the Tennessee State Library and Archives to conduct an evaluation of the State's implementation of the Federal Library Services and Technology Act (LSTA) "Grants to States" program. The "Grants to States" program is a population-based formula driven program intended to fulfill specific purposes outlined in the Museum and Library Services Act. Under the Act, each state is required to conduct an evaluation of the program every five years. The current evaluation covers activities conducted under the State's approved LSTA plan for the period between 2008 - 2012.

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

2. Tennessee supports some major programs in-part or in-full with LSTA money. What's your assessment about the impact of major programs like TEL, R.E.A.D.S. and grants to purchase technology and materials for services to the disadvantaged? How would things be different without LSTA funding?

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

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