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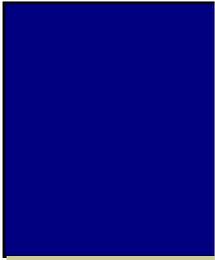
## State of Learners

***West Virginia's Library Services and  
Technology Act  
Five-Year Strategic Plan, 2013-2017***



**Karen E. Goff, Secretary / State Librarian**

**Department of Education and the Arts  
Kay H. Goodwin, Cabinet Secretary**



## The West Virginia Library Commission



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## MISSION STATEMENT

***The West Virginia Library Commission encourages lifelong learning, individual empowerment, civic engagement and an enriched quality of life by enhancing library and information services for all West Virginians.***



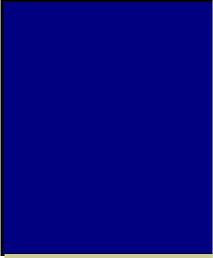
## SECTION I: THE PLAN

**Creating a State of Learners** is modeled closely on **Creating a Nation of Learners**, adopted by the U.S. Institute for Museum and Library Services (IMLS) in 2012 as their strategic plan for achieving excellence in library and cultural services in the United States. **Creating a Nation of Learners** outlines five specific goals for the IMLS during the reporting period:

1. *IMLS places the learner at the center and supports engaging experiences in libraries and museums that prepare people to be full participants in their local communities and our global society.*
2. *IMLS promotes museums and libraries as strong community anchors that enhance civic engagement, cultural opportunities, and economic vitality.*
3. *IMLS supports exemplary stewardship of museum and library collections and promotes the use of technology to facilitate discovery of knowledge and cultural heritage.*
4. *IMLS advises the President and Congress on plans, policies, and activities to sustain and increase public access to information and ideas.*
5. *IMLS achieves excellence in public management and performs as a model organization through strategic alignment of IMLS resources and prioritization of programmatic activities, maximizing value for the American public.*

IMLS directs that individual state goals must address needs congruent with the purposes of the Library Services and Technology Act as stated in 20 U.S.C. § 9121(1-9) through activities that:

1. *expand services for learning and access to information and educational resources in a variety of formats, in all types of libraries, for individuals of all ages in order to support such individuals' needs for education, lifelong learning, workforce development, and digital literacy skills;*
2. *establish or enhance electronic and other linkages and improve coordination among and between libraries and entities, as described in 20 U.S.C. § 9134(b)(6), for the purpose of improving the quality of and access to library and information services;*
3. *(a) provide training and professional development, including continuing education, to enhance the skills of the current library workforce and leadership, and advance the delivery of library and information services, and (b) enhance efforts to recruit future professionals to the field of library and information services;*



4. *develop public and private partnerships with other agencies and community-based organizations;*
5. *target library services to individuals of diverse geographic, cultural, and socioeconomic backgrounds, to individuals with disabilities, and to individuals with limited functional literacy or information skills;*
6. *target library and information services to persons having difficulty using a library and to underserved urban and rural communities, including children (from birth through age 17) from families with incomes below the poverty line (as defined by the Office of Management and Budget and revised annually in accordance with 42 U.S.C. § 9902(2)) applicable to a family of the size involved;*
7. *develop library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and*
8. *carry out other activities consistent with the purposes set forth in 20 U.S.C. § 9121, as described in the SLAA's plan. 20 U.S.C. § 9141(a)(1-8).*

West Virginia has identified broad goals which will meet these LSTA Intents in the coming evaluation period. The intents (**LSTA Intents**) to be met by each goal will be identified below in Section I.

Section II of this document is a needs analysis and provides background statistical, demographic and other information which led WVLC to identify the specific needs to be addressed by the plan and goals in meeting those needs to be achieved within the upcoming evaluation period.

Closely following all of these directions and identified needs, the West Virginia plan adopts these five goals

**GOAL 1:** West Virginians will have access to shared library resources to meet their educational and informational needs (Resources). **(Meets LSTA Intents 1, 2 and 8).**

**GOAL 2:** West Virginians will have access through their public libraries to Internet, telecommunications and technology resources and services that meet the needs of libraries and their communities. (Technology). **(LSTA Intents 2, 7, and 8)**

**GOAL 3:** West Virginians will have access to library services that sustain lifelong learning, develop early childhood literacy skills and promote reading. (Literacy and Lifelong Learning). **(LSTA Intents 5, 6, and 8)**



**GOAL 4:** West Virginians will discover materials and services at their libraries to enhance their lives and further the development of the state's economy. (Business and Workforce Development). **(LSTA Intents 1, 3, 4, 6 and 8)**

**GOAL 5:** West Virginians will be drawn to and find responsive services and skilled, appropriately trained public servants in their libraries (Library Development). **(LSTA Intents 3, 4, 5, 6 and 8)**

In 2010, IMLS and the state library administrative agencies (SLAAs) began a new collaboration to look closely at strategies to strengthen planning and evaluation associated with grants to states across the nation. The resulting IMLS initiative is titled *Measuring Success*. *Measuring Success* calls for SLAAs to closely align planning and evaluation processes with a strong system of "results-based management" that demonstrates heightened accountability for the public benefits of library programs and services. *Measuring Success* pushes SLAAs to focus activities and correlating mechanisms for evaluation into six focal areas based on the LSTA goals outlined above. The focal areas are as follows:

- (1) life-long learning
- (2) community services
- (3) employment and small business development
- (4) civic engagement
- (5) digitization and statewide databases, and
- (6) library staff and leadership development.

Section III will outline specific activities (and evaluation mechanisms to determine the success of the activities) to be undertaken towards meeting the selected goals. Each activity detailed in Section III will be tied to a specific focal area (**FA**) listed above. Target audiences (**TA**) and evaluation activities will be detailed with each specific activity.

The following pages will detail the agency's rationale and intent behind each goal, the steps the agency will undertake to meet those goals and how our successes will be measured.



## SECTION II: THE BACKGROUND

### *CREATING A STATE OF LEARNERS: 2013-2017*

The Bureau of Business and Economic Research at West Virginia University has predicted that the 2012 economic growth rate for West Virginia will be 0.3% and that the 2013-2017 growth rate for the state will remain well below the national average. It also forecasts, barring another economic recession, job growth will be sustained in the coming five years, but still below the national average. As population growth is expected to be below average, the state must continue to invest internally, both in its people and creating an environment that encourages persons to live, work, and invest in the state. Keys to creating this environment include investing in education, providing citizens with workforce skills necessary to be productive members of society and providing ample and affordable health care. In order to have a strong economy, citizens must be provided with the means to contribute to that economy, particularly in education and incentive to be a productive member of the workforce. West Virginia has, as yet, many mountains in the way.

*“I can't do with mountains at close quarters - they are always in the way, and they are so stupid, never moving and never doing anything but obtrude themselves.” - D. H. Lawrence*

The key word for West Virginia libraries is education. West Virginia is among the lowest nationally in the number of MLS-degreed librarians employed per capita, with approximately 99 professional librarians in the state. Steps have been taken in recent years to improve the educational level of librarians, but there is still a critical shortage of both trained professional and paraprofessional workers. One reason for this fact is, according to many surveyed, that there are no set training criteria for West Virginia's library workers. While numerous continuing education opportunities abound for both professional and non-professional staff, many libraries take advantage of no more than what is necessary to meet state regulations concerning grants-in-aid.

The impact of poor education not only impacts libraries, it critically impacts communities and makes the librarian's task harder. The local public library has long been recognized as the gateway to lifelong learning. However, in West Virginia, libraries do not always operate in an environment that promotes lifelong learning:

- 65% of West Virginia's 3-4 year olds are not enrolled in preschool.
- 50% of West Virginia's children aged 3-5 are not enrolled in any nursery school, kindergarten, etc.



- 10% of West Virginia's children aged 1-5 are read aloud to by family member less than 3 times a week.
- 14% of West Virginia's teens aged 16-19 are not enrolled in school or working.
- 14% of West Virginia's children aged 6-17 have repeated 1 or more grade since kindergarten.
- 22% of West Virginian's adults aged 18-24 are not enrolled in school or currently working.
- 78% of West Virginia's 4<sup>th</sup> graders scored "below proficient" in reading in rural areas, 74% below in small towns, 65% in suburbs and 69% in cities.

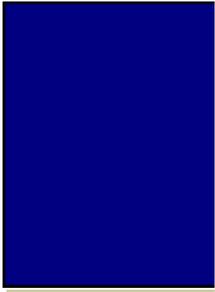
Despite significant gains in the past 20 years, only roughly 80% of adult West Virginians have completed a high school education and or received a G.E.D. Too many of West Virginia's children come from a culture which does not value learning. If not taught learning and literacy skills early, they will continue in an environment plagued by lack of skills, lack of opportunities, and inability to fully participate in our national and global knowledge-based society. Libraries, faced with shortfalls of appropriately trained staff and hampered by an environment which has not always promoted life-long learning, face a challenge.

This lack of learning and lack of a learning environment recently reared its head in the recent economic downturn. In a knowledge based society those who have the least skills and fewest opportunities for updating those skills are the least likely to find and keep paid employment. That is reflected in recent employment trends. West Virginia lost 23,000 jobs from the third quarter of 2008 to the fourth quarter of 2009. The pace of loss has somewhat increased, then stabilized since then. The state ranks roughly 38th nationally with its employment rate. Only about 11,600 jobs were added back in 2010 to replace only half of those lost in the preceding 15 months. With significant decreases in the demand for coal, job growth in natural resources and mining is projected to slow significantly during the next five years. The coal industry makes up about 12% of the state's GDP.

While population is growing slowly, the workforce needs are drastically changing and diversifying, and libraries must be ready to help the state make these challenging changes.

This educational and economic situation combined with the state's long history of poverty impacts the state significantly:

- 37% of children under 18 live in households with no adult with regular employment.
- 86% of the eligible population takes part in SNAP (Supplemental Nutritional Assistance Program {formerly food stamps}).



- 25% of West Virginia's children live below the poverty line.
- 11% of West Virginia's children live in extreme poverty.
- 17.84% of the entire population lives below the poverty line, much higher than the national average.
- The average household income in the state is roughly two-thirds of the national average.

Education continues to impact West Virginians entering their adult lives. West Virginia ranked 33rd, tied with 3 other states, on the lowest percentage of adults at Level 1 literacy (on a scale of one to five, with one being the worst). The report estimates that 20% of West Virginia adults function at Level 1, compared to the national average of 22%. Level 1 literacy rates for all 50 states ranged from 11% (Alaska, Utah and Wyoming) to 37% (District of Columbia). Fourteen states showed a higher percentage of adults at Level 1 compared to West Virginia.

Education impacts in other areas as well: 44% of the births in the state are to unmarried mothers. The teen birth rate is 44.8%. Health issues which could be addressed with better information and education lead West Virginia to be number 1 in the nation for diabetes-related deaths and number two and six respectively in respiratory disease and heart disease. So many problems can be traced back to poor education in early years: in 2009, 24.3% of West Virginia's high school students were regular users of some form of tobacco.

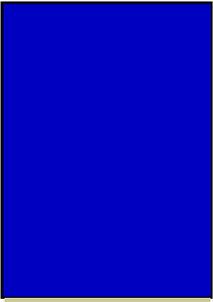
*"I learn something every time I go into the mountains."* – Michael Kennedy

West Virginia's libraries have long attempted to help our citizens correct these situations. West Virginia libraries must have the appropriately trained staff and resources appropriate to the technical age in which we live to continue doing so.

Clearly libraries have a responsibility and a role to play in correcting these trends and putting the state back on path to climbing the mountain. While working to improve the learning environment in the state and maintain and increase connectivity to resources, the state's libraries, led by the West Virginia Library Commission, must simultaneously continue to find ways to support full employment, while at the same diversifying and re-educating our workforce. They must also work to continue to improve the quality of life of all citizens as they have done for over 100 years.

The West Virginia Library Commission is directed by state law to give assistance, advice and counsel to all libraries. The following plan, built on lessons learned and a vision for the future, identifies a strategy for maintaining quality library service for all West Virginians.

The plan enhances services by connecting libraries to libraries (through linkages), libraries to information (through resources), and libraries to people (through training and service). The Statewide



Library Network provides Internet access, e-mail communication and web page support to all public libraries in the state. In many communities the public library is still the only public access Internet point. This plan continues these operations.

The plan enhances collections by providing a package of online databases in academic, public, and school libraries. This project opens the electronic doors of every library 24 hours a day, seven days a week. It provides opportunities to find full text newspaper and periodical articles, government information, health information, lesson plans and more. The statewide test preparation database prepares users for civil service, career, professional, academic, and basic skills examinations and a job/career development database helps users to locate and obtain jobs. Cooperation among libraries is encouraged with grants for the development and support of consortia that share a common library system, and the plan addresses creation of a statewide union catalog to facilitate further resource sharing and the possibility of streamlining operations to cut costs and provide equitable service. These tools arm West Virginians with means necessary to support formal education efforts, develop workforce skills, and become productive members of the economy and society. An active continuing education program (with plans for expansion) and regional and statewide professional assistance promotes a skilled library workforce, knowledgeable trustees, and well run facilities to support those initiatives. Partnerships with public and private agencies and organizations expand programming to all segments of the population as well as develop future support for library and information services and a comprehensive communications program promotes the services and value of libraries, and increases their use and public reliance on them.

As outlined above, the most pressing needs identified through this analysis are (in no priority):

- Digital Inclusion – All West Virginians need access to Internet connected resources and services to play a part in today's society.
- Literacy and Educational attainment – West Virginians need access to services and resources to enhance education.
- Economic development – West Virginians in the workforce need access to resources and services for business and workforce development.

We believe the following plan will help libraries and people together climb these mountains and achieve a greater West Virginia by encouraging lifelong learning, providing for individual empowerment, fostering civic engagement and an enriching the quality of life in the Mountain State.

*“Great things are done when men and mountains meet.” – William Blake*

**SOURCES:** West Virginia University, Bureau of Business and Economic Research *West Virginia Economic Outlook, 2012*, *2011 West Virginia Kid's Count Databook*, data from West Virginia University Center for Business and Economic Research and data provided by the West Virginia Department of Education, Centers for Disease Control and Prevention. Also included is data from "An Independent Evaluation of West Virginia's Implementation of the Library Services and Technology Act Grants to States Program, 2008-2012 by Himmel and Wilson Library Consultants.



## SECTION III: THE 2013–2017 PLAN

### RESOURCES

**GOAL 1: West Virginians will have access to quality, shared library resources to meet their educational and informational needs.**

#### ACTIVITIES AND PROGRAMS:

- Continue development and promotion of the WVLC website as a statewide portal for library catalogs, resources, education and services that is accessible to all persons. *Timeframe: 2013-2017. (FA 1)*

*Key outputs: Each month collect, analyze and publish data on extent and patterns of use of site and page usage, Ask-a-Librarian records, Facebook activity and comments. Survey Special Services patrons.*

*Measure: 25% increased usage of WVLC website by all patrons*

**(TA: Statewide users)**

- Develop, implement and evaluate a minimum of six training sessions annually on various topics related to acquisitions, cataloging, and collection maintenance. *Timeframe: 2013-2017. (FA 6)*

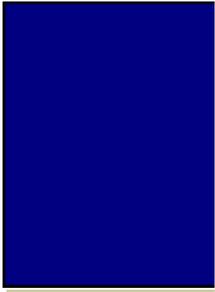
*Key outputs : Survey trainees after each session to track number of sessions, to evaluate quality and content of trainings and to establish priorities and service improvements for library staff and their users.*

*Measure: 100% of all six training sessions are conducted each year with 75% of trainees surveyed would mark the session as VERY USEFUL. Upon a six week follow up survey, 75% of all trainees would have applied something from the training program.*

**(TA: library staff)**

- Work cooperatively with the West Virginia Archives and History, a unit of the Division of Culture and History to provide appropriate consultation to libraries regarding the care and preservation of archival or manuscript collections. *Timeframe 2014-2017. (FA 6)*

*Key outputs: Collect and analyze the number of times libraries contact WVLC or Archives regarding the care and preservation of archival or manuscript collections; evaluate training sessions with participant surveys.*



*Measure: 10% increase each year of library contacts regarding the care and preservation of archival or manuscript collections, 75% of trainees surveyed would indicate that the session was VERY USEFUL.*

**(TA: Statewide Users)**

- Develop and provide consulting services to libraries considering digitization projects for the preservation of library/archival holdings. *Timeframe: 2013-2017. (FA 5)*

*Key Outputs: Collect and analyze needs based on surveys from library staff and other project participants to determine future priorities for consultants and services.*

*Measure: Provide consulting services in the subject area 100% each time WVLC is contacted, provide goals and direction of project on a library to library basis. Specific consulting services will be developed by 2015, with 75% of all libraries surveyed reporting VERY USEFUL sessions.*

**(TA: Library staff)**

- Enhance access to the collections of West Virginia libraries by exploring and, if possible, implementing, methods of establishing a statewide union catalog and statewide Interlibrary-loan system to provide full access to the collections of West Virginia libraries by all citizens. *Timeframe: 2013-2014. (FA 5)*

*Key output: Greater sharing of resources in an efficient manner, completion of a study of available alternatives and, if possible, development of a statewide union catalog and statewide ILL system resulting in measurable increases in resource sharing. Survey libraries upon conversation to measure satisfaction. Survey two years after implementation to measure satisfaction.*

*Measure: 20% increase of ILL usage over a 5 year period. 75% satisfaction of statewide system by libraries 2 years after conversion.*

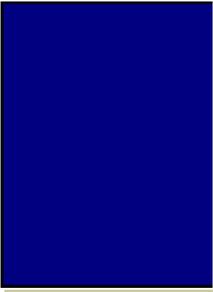
**(TA: Statewide users)**

- Maintain, streamline and enrich WVInfoDepot to provide access to a selection of online databases that meet a variety of informational needs. *Timeframe: 2013-2017. (FA 5)*

*Key Outputs: Monthly collect, analyze and publish data on extent and patterns of use of WVInfoDepot, online survey for WVInfoDepot users accessible at all times. Systematically survey print-handicapped users to determine effectiveness.*

*Measure: Increase overall WVInfoDepot usage by 20%, increase customer satisfaction by 20% in five years. Increase Special Services usage by 10%.*

**(TA: Statewide users)**



- Implement the use of “Resource Description and Access” cataloging practices statewide and provide training in such. *Timeframe: 2013-2014. (FA 6)*

*Key Outputs: Survey trainees at each session to determine effectiveness and understanding while examining priorities and service improvements, compare cataloging records pre and post grant period, collect, analyze and publish RDA cataloging records, survey catalog users*

*Measure: increase percentage of RDA cataloging records by 25% in five year, 75% of all trainees will mark sessions as VERY USEFUL*

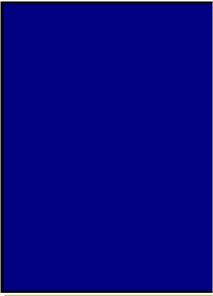
**(TA: Library staff)**

- Seek and potentially implement systems to speed the delivery of materials between libraries. *Timeframe: 2015-2017. (FA 1)*

*Key Outputs: Verifiable study of delivery options completed in cooperation with all libraries, system implemented if warranted and fundable, ILL and circulation counts increased, improved service and improved customer satisfaction due promotion and by in of all public libraries. Implementation of pilot projects if/when necessary and support existing systems.*

*Measure: ILL circulation statistics will increase by 5% each year if a statewide delivery system is implemented. Study should be complete by December 2013, implementation (IF viable) by 2014, so an increase of 15% by 2017.*

**(TA: Statewide users)**



## TECHNOLOGY

**GOAL 2: West Virginians will have access through their public libraries to Internet, telecommunications and technology resources and services that meet the needs of libraries and their communities. (Technology). (LSTA Intents 2, 7, and 8)**

### ACTIVITIES AND PROGRAMS:

- Continue to work with the West Virginia Archives and History, a unit of the Division of Culture and History section to provide access to archival descriptive content via statewide catalogs and databases and explore other means to make historical and library collections available at the State Culture Center available electronically. *Timeframe: 2013-2017. (FA 5)*

*Key Outputs: Collect and analyze data published and track activity generated through those publications. Collect the number of original catalog records produced for Archives.*

*Measure: To have at least six special features annually on West Virginia Library Commission webpage, blog or online newsletter. access to the Archives' collection of cataloged and un-cataloged items. Increase the amount of archival descriptive content available online by 5% each year.*

**(TA: Statewide users)**

- Provide Internet services to public libraries through the West Virginia Statewide Library Network. *Timeframe: 2012-2017. (FA 5)*

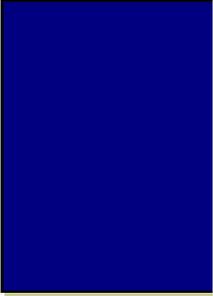
*Key outputs: Improvement in the electronic infrastructure capacity and security of the State Library Network*

*Measure: By 2017 all public libraries hosted on the SLN will be operating on at least 5 megabits or higher*

**(TA: Statewide users)**

- Provide technical assistance and support to public libraries through telephone and email help desks and regional technicians. *Timeframe: 2012-2017. (FA 5)*

*Key outputs: Improve the electronic infrastructure capacity and security of the State Library Network.*



*Measure: 85% of the problems being reported by library staff will be resolved by the State Library Network within two business days.*

**(TA: Library staff)**

- Maintain and enhance the consortia-based integrated library systems established with LSTA funds and carefully study the possibility and effects of streamlining operations, the implementation of a single-source provider, and the use of open-source software systems/platforms. Timeframe: Support-ongoing; Study- 2013-2015. **(FA 5)**

*Key outputs: Maintenance of existing consortia, completion of appropriate studies, implementation of pilot projects and/or systems if appropriate/necessary.*

*Measure: Annually provide integrated library system maintenance grants to each of the 5 consortia established for this purpose. Key personnel surveyed will indicate 90% satisfaction with the systems.*

**(TA: Statewide users)**

- Continue work with the West Virginia Broadband Council to insure that high-speed, low cost middle mile and last mile telecommunication services are deployed throughout the state, with public libraries continuing to serve as anchor sites. Timeframe: 2013-2017. **(FA 5)**

*Key outputs: Increased middle mile and last mile telecommunication services deployment, customer satisfaction from public libraries with services.*

*Measure: Collect fiber upgrade data, tracking the percentage of T1 libraries to at least five megabit libraries. Verbiage from last one: by 2012 the SLN will offer Multi Protocol Label Switching capability, an Ethernet device that operates approximately 10 times faster than T1.*

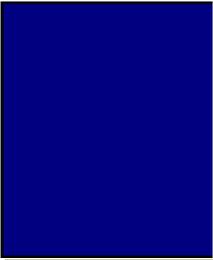
**(TA: Statewide users)**

- Offer continuing education on technology-related subjects and develop means to develop and disseminate such education electronically. Timeframe: 2012-2017. **(FA 6)**

*Key outputs: Survey trainees at each session to determine relevance, content, effectiveness and prioritize future goals. Document number of trainings and participants.*

*Measure: Increase continuing education opportunities by 20% in five years. 10% increased use of electronically-delivered training. 75% of library staff surveyed will indicate technology-related continuing education as VERY USEFUL.*

**(TA: Library staff)**



- Seek partnerships with public and private agencies and organizations to enhance and expand the technological capabilities of libraries and those agencies. *Timeline 2012-2017. (FA 2)*

*Key outputs: Collect and analyze number of public and private agency and organization partnerships per public library. Survey the library staff and patrons regarding technological capabilities of the library.*

*Measure: Add 10% new partnerships among the 97 libraries within five years. At the end of five years, 75% of library staff and patrons with new partnerships will indicate satisfaction of technological capabilities of the library as GOOD or VERY GOOD.*

**(TA: Statewide users)**

- Offer continuing education on accessibility software and the role for patrons of low vision, blindness and physical mobility issues and their ability to utilize the public library and its holdings. **(FA 2)**

*Key Outputs: Present two programs per year on available assistive technologies to an audience of librarians.*

*Measure: Survey attendees after workshops with follow up contact during the year if software is implemented. Increase usage by 10%.*

**(TA: Statewide print handicapped users)**



## LITERACY AND LIFELONG LEARNING

**GOAL 3: West Virginians will have access to library services that sustain lifelong learning, develop early childhood literacy skills and promote reading.**

### ACTIVITIES AND PROGRAMS:

- As a member of the National Collaborative Summer Reading Program, annually plan a statewide summer reading program in cooperation with the Children's Services Roundtable of the West Virginia Library Association. Develop and efficiently distribute support materials, activities, and training for this program based on the national model. *Timeframe: 2013-2017.* **(FA 1)**

*Key Outputs: Customer satisfaction with programs, increased number of programs/activities.*

*Measure: The number of libraries offering the summer reading program to children will annually increase by 3% until 100% participation is achieved. Surveys will indicate at least 75% find the program GOOD or VERY GOOD.*

**(TA: library staff)**

- Maintain existing programs and develop and implement new programs in adult reading programs. *Timeframe 2013-2016.* **(FA 1)**

*Key outputs: Survey adult reading program participants and library staff involved in the adult reading programs annually to track growth and to develop priorities for future programs.*

*Measure: The adult reading/discussion program will annually add 10 new titles and 3 additional groups. 75% surveyed find the adult reading good GOOD or VERY GOOD.*

**(TA: Statewide adult library users)**

- Provide training and promote programs to inspire and generate civic engagement in the state's public libraries. *Timeframe 2014-2017.* **(FA 4)**

*Key Outputs: Survey library staff and participants regarding relevance and content; collect attendance data; collect stories of users.*



*Measure: 5% of all public libraries will participate in a program that inspires or generates civic engagement in the state's public libraries by 2014. After 2014, this number will annually increase by 2%. 75% of library staff surveyed six weeks after the training indicate the training USEFUL and indicate that the information from the training was APPLICABLE.*

**(TA: Statewide users)**

- Partner with agencies and departments to develop civic engagement programs on a statewide-level. Timeframe 2014-2017 **(FA 4)**

*Key outputs: Collect and analyze number of partnerships; effectiveness of programs from participant surveys.*

*Measure: 4 agency partnerships will be realized by 2014. The agency will add 3 civic engagement program on a statewide-level by 2017.*

**(TA: Statewide users)**

- Develop and implement training for library staff in the promotion of reading to adolescents and young adults. Timeframe: 2013-2016. **(FA 1)**

*Key outputs: Provide at least 2 training sessions annually, increased number of programs in public libraries.*

*Measure: The number of libraries offering reading programs to adolescents and young adults will annually increase by 3%. 75% of library staff surveyed six weeks after the training indicate the training USEFUL and indicate that the information from the training was APPLICABLE.*

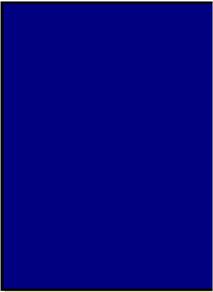
**(TA: adolescent and young adult users).**

- Develop and implement training for library staff in the promotion of reading to senior adults. Timeframe: 2013-2016. **(FA 1)**

*Key outputs: Provide at least 2 training sessions annually, increased number of programs in public libraries.*

*Measure: The number of libraries offering reading programs to senior adults will annually increase by 3%. 75% of library staff surveyed six weeks after the training indicate the training USEFUL and indicate that the information from the training was APPLICABLE.*

**(TA: Senior adult users)**



- Assist and train libraries to provide a variety of adult programs of interest to current library users and to groups that do not traditionally use the library. *Timeframe: 2012-2017. (FA 1)*

*Key outputs: Provide at least 2 training sessions annually, increased number of programs in public libraries.*

*Measure: The number of libraries offering these programs will annually increase by 3%. An annual user survey of at least 20 libraries will indicate that 2% of the patrons used the library for the first time during the previous 12 months. 75% of Library staff surveyed six weeks after the training found the training USEFUL and indicate that the information from the training was APPLICABLE.*

**(TA: current and new library users)**

- Offer and expand statewide reading and writing promotions through the West Virginia Center for the Book, a program of the West Virginia Library Commission in partnership with the West Virginia Humanities Council. *Timeframe: 2012-2017. (FA 1)*

*Key Outputs: Count promotions. Survey participants, instructors and support staff of the programs, publish the writings, record the readings and share electronically through the WVLC television show and online.*

*Measure: Add one reading or writing promotion each year in addition to maintaining established promotions. Publications from products of these programs will increase 25% by 2017.*

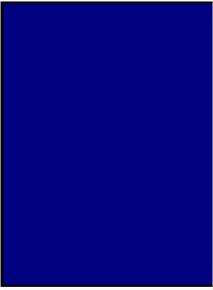
**(TA: Statewide users)**

- In collaboration with the National Library Service, undertake activities to market and promote programs and services of the Special Services Division. **(FA 1)**

*Key Outputs: Count activities and registered users. Conduct training sessions for librarians in the field. Provide speakers on the activities of the Special Services Division.*

*Measure: Increase registered borrowers by 10%.*

**(TA: Statewide print handicapped users)**



- Seek partnerships with public and private agencies and organizations to enhance and expand the programming capabilities of libraries. *Timeline 2012-2017. (FA 1)*

*Key outputs: Collect and analyze number of partnerships and number of programming capabilities due to partnerships.*

*Measure: On the annual survey of all public libraries, 75% of respondents will indicate at least 5 community partners; 25 % will list 10 or more. Narratives of these partnerships will identify how programming capabilities was expanded.*

**(TA: Statewide Users)**



## BUSINESS AND WORKFORCE DEVELOPMENT

**GOAL 4: West Virginians will discover materials and services at their libraries to enhance their lives and further the development of the state's economy.**

### ACTIVITIES AND PROGRAMS:

- Maintain, promote, enrich and expand existing initiatives supporting full employment and workforce development (Learning Express, Job and Career Accelerator, Project Compass, etc.). *Timeframe: 2013-2017. (FA 3)*

*Key outputs: Collect, analyze and publish data on extent and patterns of use of WVInfoDepot. Count numbers of training opportunities and public programs monthly.*

*Measure: Level or increased number of training opportunities for library workers and the public, 20% increased usage of specific databases, at least 10 programs for the public statewide in finding job and career information.*

**(TA: Statewide users)**

- Develop stronger partnerships with job and career readiness and support agencies and tailor services to meet their specific needs. *Timeframe: 2012-2015. (FA 4)*

*Key outputs: Collect and analyze number of partnerships each year and number of programs and participants realized each year. Improvement will be noted in increase in database usage and related activity.*

*Measure: Identify and establish partnerships with at least 3 agencies annually. Increase database usage and related activities by 10%.*

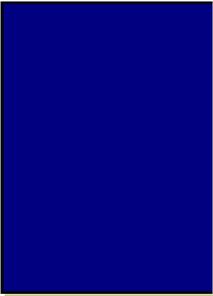
**(TA: Statewide job seekers)**

- Provide at least four training sessions annually for library staff in assisting users in job and career readiness and finding employment. *Timeframe: 2013-2017. (FA 3)*

*Key outputs: Collect and analyze program count; survey participants*

*Measure: Annually hold at least four training sessions on assisting job seekers. 75% of library staff surveyed indicated training as VERY USEFUL and indicated training information as APPLICABLE.*

**(TA: library staff)**



- Carefully study the operations of the State Reference Library and streamline those operations in support of the informational needs of public libraries and state government. *Timeframe: 2013-2015. (FA 2)*

*Key outputs: Annually survey public library directors in the state and state government workers regarding State Reference Library relevancy, helpfulness and effectiveness, study State Reference Library usage trends and statistics.*

*Measure: State Reference Library usage in Interlibrary Loans, Depository Collections and requested in-service trainings from consultants will increase 5% annually. State Reference Library attendance will increase 2% annually.*

**(TA: library staff and state government workers)**

- Develop at least four marketing/promotion activities annually promoting library services to state and local government workers and officials. *Timeframe: 2014-ongoing. (FA 2)*

*Key outputs: Collect and analyze program count; survey participants*

*Measure: Annually hold at least four marketing/promotion activities promoting library services to state and local government workers and officials. 2% annual increase in attendance of State Reference Library. 75% of state and local government workers and officials surveyed will indicate the State Reference Library as VERY USEFUL.*

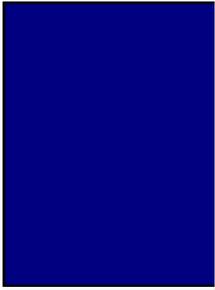
**(TA: State and local government workers)**

- Develop at least four marketing/promotion activities annually promoting library services to the business community. *Timeframe: 2014-ongoing. (FA 3)*

*Key outputs: Collect and analyze program count; survey participants*

*Measure: Annually hold at least four marketing/promotion activities promoting library services to the business community. 2% annual increase in attendance of State Reference Library. 75% of business community surveyed will indicate the State Reference Library as VERY USEFUL.*

**(TA: Business community)**

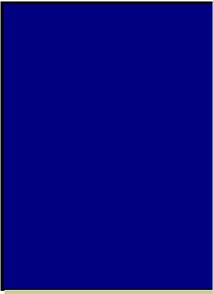


- Partner with the Small Business Administration and other economic development entities to provide library staff training in supporting small businesspersons. *Timeline: 2014-2016.*  
**(FA 3)**

*Key outputs: Collect and analyze trainees via survey and narratives of successes, achievement and challenges.*

*Measure: Provide at least 5 training opportunities through the grant period, identify at least 2 partners by 2014. 50% of all small businesspersons surveyed indicated using the public library as a resource for their business endeavors.*

**(TA: Small business community)**



## LIBRARY DEVELOPMENT

**GOAL 5: West Virginians will be drawn to and find responsive services and dedicated, appropriately trained public servants and library leaders in their libraries.**

### ACTIVITIES AND PROGRAMS:

- Provide consulting services for developing, assessing, delivering, and evaluating library services. Timeframe: 2012-2017. **(FA 6)**

*Key outputs: Collect and analyze site visit records and reports; survey library staff bi-annually regarding awareness and effectiveness of consulting services to prioritize programs and trainings.*

*Measure: 100% of all public libraries (97) will be visited each year. 75% of all library staff survey will indicate consultant services VERY USEFUL.*

**(TA: Library staff)**

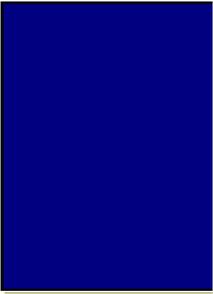
- Continue to collaborate in shared programs with other states to train future library leaders in basic competencies, and provide funding tied to work requirements for graduate studies in library and information sciences for rural and disadvantaged public library directors not holding those degrees. Timeframe: 2013-2017. **(FA 6)**

*Key outputs: Collect and analyze library staff data regarding education level, satisfaction with the program.*

*Measure: Each year, a 20% increase in competency training completion among directors not hold library and information science degrees until 100% completion is achieved and maintained.*

**(TA: Library staff)**

- Annually develop campaigns that draw attention to specific library services provided with LSTA funds that target library services to persons having difficulty using a library and to un-deserved urban and rural populations. Timeframe 2012- 2017. **(FA 1)**



*Key outputs: Collect and analyze site visit records and reports; survey library staff bi-annually regarding awareness and effectiveness of consulting services to prioritize programs and trainings.*

*Measure: 25% increased awareness of specific LSTA services and programs and 75% of staff surveyed indicate specific LSTA services VERY USEFUL by the end of the grant period.*

**(TA: Library staff)**

- Provide consulting in the areas of services to adults, services to children, youth, and their caregivers, services to senior adults and library technology. Timeframe: 2012-2017. **(FA 1)**

*Key outputs: Collect and analyze programming numbers. Collect pre and post program surveys.*

*Measure: 75% of library staff surveyed indicate consultant services VERY USEFUL. 20% increase in programming for the specified patrons by 2017.*

**(TA: Library staff)**

- Determine core competencies for library workers, library administrators, and library trustees and develop and implement structured training programs for each group. Timeframe: 2013-2017. **(FA 6)**

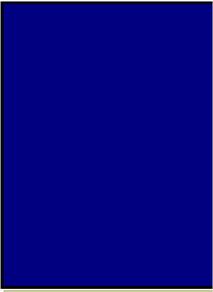
*Key outputs: Survey Library Service Center Directors to help with determining core competencies. Once core competencies have been established, collect and analyze educational level of library staff per library.*

*Measures: Establishment of core competencies, planning and implementation of structured training program resulting in at least 10% of the library staff in 75% of the public libraries completing the programs each year*

**(TA: Library staff and trustees)**

- Develop a program for distributing continuing education grants for attendance at WVLC endorsed training opportunities that support the goals of this plan and the priorities of the Library Services and Technology Act (LSTA). Timeframe 2013-2017. **(FA 6)**

*Key outputs: Collect attendance and financial data; survey grantees. Increased number of library staff meeting core competency level.*



*Measures: Increase CE grant usage 15% by 2015. Library staff meeting core competencies will increase 5% each year until 100% is achieved and maintained.*

**(TA: Library staff)**

- Annually present at least two sessions to raise the awareness of library trustees concerning library services that provide access to information for a diverse population, electronic and other linkages among libraries, public and private partnerships, or library and information services to persons having difficulty using a library. **(FA 6)**

*Key outputs: Collect and analyze training numbers and survey participants, demonstrated use of training information.*

*Measures: Annually hold at least two training sessions for trustees regarding services to diverse populations and persons having difficulty using a library, electronic and other linkages among libraries and partnerships. 75% of administrators and trustee trainees surveyed indicated training as VERY USEFUL.*

**(TA: Trustees)**

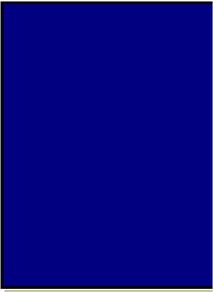
- Provide consulting services to libraries on marketing and public relations skills. *Timeframe: 2013-2017.* **(FA 6)**

*Key outputs: Collect and analyze training numbers and survey participants; collect and analyze public library usage per library, regularly track levy and support measures.*

*Measures: 90% of all library staff surveyed will indicate request for assistance with marketing and public relations activities submitted to the WVLC were addressed. Marketing for public libraries will increase 2% each year for at least 20% of the libraries. 75% of all levy measures are passed and all potential votes/decisions for increased library support are successful.*

**(TA: Library staff)**

- Annually present at least two workshops that increase skills in the areas of service to multi-cultural groups, underserved urban and rural populations and other persons having difficulty using a library. *Timeframe: 2013-2017.* **(FA 6)**



*Key outputs: Collect and analyze training numbers and survey participants*

*Measures: Annually hold at least two workshops in the areas of service to multicultural groups, underserved urban and rural populations and other person having difficulty using the library. 75% of workshop attendees surveyed indicated information as USEFUL.*

**(TA: Library staff)**

- Develop, implement and evaluate at least four sessions ON the public library planning process, targeting administrators and trustees and making the sessions available continuously through electronic delivery means. Timeframe: 2013-2015 (ongoing). **(FA 6)**

*Key outputs: Collect and analyze training numbers and survey participants, demonstrated use of planning processes by local boards and administrators.*

*Measures: Annually hold at least four training sessions on the public library planning process. 75% of administrators and trustee trainees surveyed indicated training as VERY USEFUL and indicated training information as APPLICABLE.*

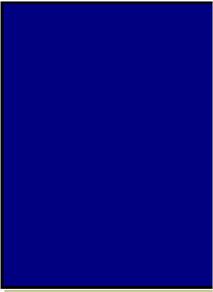
**(TA: Library staff and trustees)**

- Develop, implement and evaluate at least three sessions of training in appropriate library fiscal practices, including adherence to state and federal laws and rules, making the training available continuously thereafter through electronic delivery means. Timeframe: 2013-2015 (ongoing). **(FA 6)**

*Key outputs: Annually collect and analyze training numbers and survey participants.*

*Measures: In 2013, hold at least three training sessions on the appropriate library fiscal practices including laws and rules. By 2014, training will be available continuously through electronic delivery. In 2013, 75% of trainees surveyed indicated training as VERY USEFUL and indicated training information as APPLICABLE.*

**(TA: Library staff and trustees)**



## EVALUATION PROCEDURES

Progress toward achieving the plan's objectives on the whole will be internally monitored by the State Data Coordinator/Planning and Programs Consultant annually with the oversight of the LSTA Coordinator/Director of Library Development. The time frame for evaluation will be concurrent with the annual IMLS report.

As demonstrated in the plan's, goals and activities have been devised with evaluation in mind; all include a time frame and key outputs which define success. Most activities will therefore be evaluated as they occur. During the annual evaluation, WVLC staff will review the ending year's objectives and the degree of success of the activities planned to meet them in light of their individual timelines and metrics. Moreover, each coming year's objectives and activities will be adjusted to fit the changing environment of library and library user needs and the availability of resources available to WVLC.

The agency's ability to successfully carry out the activities described in the plan can be expected to vary depending upon such environmental factors as federal or state budget shortfalls, staffing changes or legislative actions. WVLC has written this plan ambitiously, preferring to face the need to defer some activities if necessary as the plan unfolds, rather than to exclude them from the plan altogether. Any requisite deviations from the plan will first be addressed with the Secretary/State Librarian and with the Library Commission, if necessary. Other stakeholders will be brought into the discussion of plan revisions to the extent that the changes revisions will have an impact on their particular areas of service or field.

In July 2016, WVLC staff will begin planning of a formal, in-depth evaluation of the plan. Toward the conclusion of the period covered by this plan, WVLC will perform the formal evaluation of the entire planning period. Pending the availability of funds, the evaluation will be made by an independent, third party as it was for previous plans.



## PLANNING AND IMPLEMENTATION PROCEDURES

### Stakeholder Involvement Procedures

The recommendations of earlier studies of library services and the West Virginia Library Commission are still quite valid for planning purposes and were carefully reviewed. Project reports from libraries receiving LSTA sub grants, reports and comments from WVLC staff, and observations from various meetings of the West Virginia Library Association and its divisions and roundtables were all considered in the preparation of this plan. Evaluation of the 2008-2012 plan focused attention on goals achieved, goals not achieved, feelings of stakeholders and goals in progress.

Key stakeholders include the agency's Commissioners who are appointed by the Governor, the staff of the West Virginia Library Commission, directors and staff of academic, public and school libraries, and public library trustees.

A draft of the 2013-2017 goals and key targets was presented to the West Virginia Library Commissioners at the May 2012 meeting. Goals and key targets have also been discussed formally at various library meetings and informally with library directors.

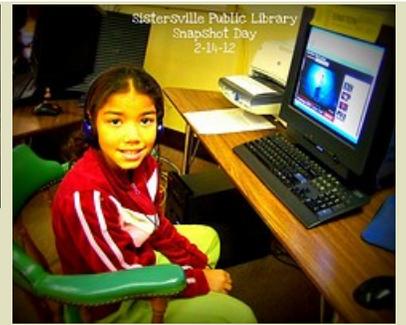
Stakeholder involvement will continue to include surveys, site visits, and formal and informal project reports. Of West Virginia's 55 counties, libraries in eleven (11) counties will be surveyed each year to determine the state of federally-supported library services and to glean recommendations for updating the plan, as well as for evaluating the effectiveness of actions taken as a whole.

### Communication Procedures

Upon approval, the 2013-2017 plan will be posted on the West Virginia Library Commission web site with an email link for comments. Printed versions will be available on request.

An activity report will be made annually at the West Virginia Library Association (WVLA) Fall Conference. This activity report will also be communicated to library stakeholders through other means, including agency newsletters, blogs, and the Commission website.

Through experience, WVLC has learned that the West Virginia Library community does not favor formal comment situations. To provide a variety of opportunities for informal comments, WVLC staff will continue to be active in WVLA divisions, roundtables and committees in order to gather these comments. Telecommunications offered by the Internet will also be utilized to glean comment.



During the period, WVLC will collect, analyze and report to the library community, library funders, and the general public data that illustrates the critical role libraries play in our society. It will also develop and implement plans for communicating such data to public leaders, policy makers and the general public.

## Monitoring Procedures

West Virginia Library Commission staff will continuously track implementation of the 2013-2017 plan, preparing annual and other reports as appropriate and submitting such reports as required to IMLS, the Commission, the Secretary of Education and the Arts, and others.

WVLC staff will track the progress of any sub-grantee projects through review of required reports and site visits.

The Institute of Museum and Library Services will be notified of any amendments or modifications to the plan as they become evident. The West Virginia library community will be made aware of any amendments or changes through the West Virginia Library Commission's email and web networks and/or agency publications.



## COMMENTS / QUESTIONS

*Comments or questions regarding this plan should be submitted to:*

**John Paul Myrick, Director of Library Development**

West Virginia Library Commission  
Culture Center  
1900 Kanawha Boulevard, East  
Charleston, West Virginia 25305  
Telephone: 304-558-3978, Ext. 2010  
Email: [john.p.myrick@wv.gov](mailto:john.p.myrick@wv.gov)

*Questions regarding the West Virginia Library Commission should be submitted to:*

**Karen E. Goff, Secretary**

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Email: [karen.e.goff@wv.gov](mailto:karen.e.goff@wv.gov)

**Web URL: [www.librarycommission.wv.gov](http://www.librarycommission.wv.gov)**