



**Department of Libraries
Strategic Plan
2012-2015
Agency of Administration**

**FY2015 Revision
September 2014**

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Message from the State Librarian

The Department of Libraries (VTLIB) works across state government, with libraries statewide and with partner organizations to support library services that provide Vermont citizens with free access to books and other library materials, public computers with high-speed Internet, a wide variety of digital information resources, community space for programs and civic engagement, and learning opportunities for all ages. Our state's school, public, academic and special libraries serve students, children and families, senior citizens, working men and women, scholars, researchers and state government. It is the role of our Department to implement programs and services for libraries so that they are able to meet the needs of their constituents. In particular, we are charged with the development of quality public library service in Vermont.

The Department of Libraries believes that *libraries transform lives*. Good libraries, with robust collections of resources, adequate library facilities, sufficient well-trained library staff and a wide variety of programs and services, are essential to good government, strong communities and informed and engaged citizens. Libraries support early literacy, success in school, workforce and economic development, basic and digital literacy, lifelong learning, and personal enrichment and fulfillment. But Vermont libraries are in trouble. Here in Vermont many of our libraries fail to meet the 21st century needs of citizens, and we lag behind other states. There are many reasons for this: (1) the rural character of our state and its small communities; (2) the absence of an instate graduate program in library science; (3) the fact that we have no state funding for public libraries; (3) the lack of any personnel at the Department of Education dedicated to school libraries; (4) aging (or non-existent) infrastructure to support and network libraries; (5) a governance and funding model that is doomed to keep our public libraries small and under-funded; and (6) the need for a new vision at the Department of Libraries.

Consider this statement from the report issued in March 2012 from Wilson & Himmel, Library Consultants, *Independent Evaluation of Vermont's Implementation of the Library Services and Technology Act 'Grants to States' Program, 2008-2012*:

"In a rural state with 80% of public libraries serving 5,000 or fewer residents, a traditional model of statewide direct service is still the norm [at the Department of Libraries] in cataloging, ILL [interlibrary loan] and reference services, and service to individuals with special needs. Reading the [annual] State Program Reports [filed with the Institute of Museum and Library Services] took the evaluators back 20 years to a time when libraries had card catalogs and were highly dependent on centralized reference service and regional consultants. Vermont's libraries will surely struggle for survival unless there is a radical reinvention of service delivery modes. At the same time the comments of VDOL staff and librarians who participated in focus groups and interviews suggest they are aware of the urgency of change and welcome the State [Library Agency's] leadership and the State Librarian's vision and willingness to move Vermont's libraries forward."

In many ways our state is at a crossroads, and that is certainly true for our libraries. I am happy to report that the Department of Libraries has a bold new vision for the future of our libraries. This Strategic Plan is one piece of a broader planning effort in our Department that will take full advantage of the revolution in digital media, high-speed broadband, best practices used in other states, and the ideas and good work of the Vermont library community, our partners and stakeholders and Vermont citizens. The work will begin with changes made within our own Department so that we can be a more responsive, forward thinking and focused organization.

Our long-term vision includes:

- A “digitally literate” Vermont, with citizens engaged in the use of digital tools and resources;
- A statewide library network, shared online catalog, and state library card;
- An improved statewide library “resource sharing” program that enhances citizen ability to get the resources they need, wherever they live;
- Highspeed broadband, public WiFi, and an expanded offering of digital resources in every public library;
- Early literacy programs in public libraries throughout the state to ensure that Vermont children enter school ready to learn;
- Increased capacity in our public libraries to provide 21st century services, with a well-trained library workforce;
- A State Library that provides easy access to State publications and documents in all formats and which meets the information needs of State government.

I am excited about the possibilities inherent in this vision. It won't be easy, but we have the opportunity to create something truly wonderful for Vermont citizens. It will require the courage to make daring change, a sense of adventure, good communication, hard work, smart collaborative thinking, and substantial new funding for libraries. We have major challenges ahead. But ignoring the opportunity before us, or falling short of our reach, will have long-lasting negative impact on our state and our citizens. I hope Vermonters will embrace this vision and the promise it holds for our citizens today – and for the next generation.

Libraries transform lives . . . and WE work to transform libraries!



Martha Reid,
State Librarian

*You can read the full report at: <http://libraries.vermont.gov/sites/libraries/files/VTLSTAEvaluation2008-2012.pdf>

Department Overview

Guided by 22 V.S.A. § 601-635, the mission of the Department of Libraries (VTLIB) is to: (1) collect, organize, and disseminate information and library materials in a variety of formats (print, audio-visual, and digital) to State government, libraries statewide, the general public and Vermonters with special needs; (2) support and strengthen local libraries; (3) foster statewide cooperation and resource sharing between and among all types of libraries; and (4) increase public awareness of libraries and their services and act as an advocate on their behalf.

- The Vermont State Library provides access to information in a variety of formats (books, documents, microforms, and digital resources) to the three branches of Vermont State Government in order to contribute to effective and efficient government. These resources, as well as reference service at the State Library, are also available to libraries statewide and to the general public;
- VTLIB provides free access to law and legal resources via the Law Collection at the Vermont State Library for the Vermont judiciary, the state's legal community, libraries, and the general public;
- The Vermont State Library in Montpelier is a Federal Depository library providing free citizen access to a wide selection of federal documents and publications;
- VTLIB provides consultation, training and other services to librarians, library staff, and public library board members;
- VTLIB administers the state's "Librarian Certification Program": <http://libraries.vermont.gov/libraries/ce/certificationguidelines> and the *Vermont Minimum Standards for Public Libraries*: <http://libraries.vermont.gov/libraries/standards>
- VTLIB provides books and other resources to supplement the collections of school and public libraries via the Midstate Library Service Center, located in Berlin;
- VTLIB administers federal LSTA (Library Services and Technology Act) funds from the Institute of Museum and Library Services (IMLS), oversees the Vermont Public Library Foundation, and offers grants to qualifying libraries in order to strengthen their capacity to deliver quality library service;
- VTLIB enables resource sharing between and among all types of libraries and operates the Vermont Automated Library System (VALS) and the Web2 online union library catalogs: http://web2.libraries.vermont.gov/web2/tramp2.exe/log_in?SETTING_KEY=English&guest=guest&screen=advancedsearch.html
- VTLIB provides all Vermonters who have qualifying visual and physical disabilities access to quality library service and the special format materials they need in order to enjoy recreational reading, to engage in lifelong learning, and to improve their economic self-sufficiency via the services of the Library for the Blind and Physically Handicapped;

- VTLIB provides books and other resources to selected state institutions to support the information and learning needs of their clientele;
- VTLIB coordinates the *Vermont Early Literacy Initiative* (with the Vermont Center for the Book and with funding from the Winnie Belle Learned Fund of the Vermont Public Library Foundation) and supports other library programs for children and youth, including the annual summer reading program in Vermont public libraries;
- VTLIB sponsors/supports three book awards for children and young adults: Red Clover Award (Vermont Center for the Book); Dorothy Canfield Fisher Book Award; and Green Mountain Book Award : <http://libraries.vermont.gov/libraries/cbec>
- VTLIB negotiates contracts with book jobbers and other vendors to offer discounts to libraries;
- VTLIB coordinates and provides substantial funding for the *Vermont Online Library*, a collection of online databases and other licensed electronic content available free to Vermont citizens and students via their local libraries;
- VTLIB collaborates with a variety of partner organizations: Vermont Humanities Council, Vermont Historical Society, Vermont Center for the Book, Vermont Association for the Blind and Visually Impaired, Vermont Department of Labor, Snelling Center for Government, Vermont Council on Rural Development, Vermont Agency of Commerce and Community Development, Vermont Telecommunications Authority, Vermont Small Business Development Center, Vermont State Archives and Records Administration, Vermont State Colleges, Community College of Vermont, Vermont Department of Education, Vermont Community Foundation and others.
- VTLIB has strong ties with these library (and library-related) organizations: Vermont Library Association, Vermont School Library Association, Vermont Consortium of Academic Libraries, Green Mountain Library Consortium, New England Library Association, Bill & Melinda Gates Foundation, Institute of Museum and Library Services, Chief Officers of State Library Agencies, OCLC, Lyrasis, American Association of Law Libraries, U.S. Government Printing Office, and the American Library Association.

Organization of the Department of Libraries

The Central Office of the Department of Libraries (VTLIB) and the Vermont State Library are located at 109/111 State Street in Montpelier. VDOL also has offices/library operations in Bellows Falls, Berlin, Rutland, and St. Johnsbury. The Department has a staff of 26 employees that work in these divisions:

- **State Librarian's Office** (Montpelier: 5 FTE; 3 with MLS degrees)
State Librarian, MLS; Assistant State Librarian, MLS; Library/InformationTechnology Manager (MLS); Executive Assistant to the State Librarian; Support Services Coordinator;
- **Vermont State Library and Interlibrary Loan** (Montpelier: 5.5 FTE; 2.5 with MLS degrees)

(Note: .5 FTE Interlibrary Loan Librarian works at the Interlibrary Loan Access Office, Bailey/Howe Library, University of Vermont, Burlington);
 Law Librarian (MLS); Reference and Interlibrary Loan Librarian (MLS); Interlibrary Loan Librarian (MLS); Assistant Librarians (2); Secretary;

- **Library Development and Continuing Education** (7.5 FTE; 5.5 with MLS degrees)
 4 regional library consultants (MLS) with offices in Berlin, St. Johnsbury, Rutland and Bellows Falls; 1 youth services consultant (MLS) in Montpelier; 1 Assistant Librarian; 1 Program Services Clerk; and .5 Continuing Education Coordinator (MLS) in Montpelier.
 Includes: Midstate Library Service Center (Berlin) and Children’s Book Exhibit Center (Montpelier);
- **Special Services Unit /Library for the Blind and Physically Handicapped** (Berlin: 4 FTE; 1 with MLS degree)
 Head Librarian, Special Services Unit (MLS); Assistant Librarian; 2 Secretaries.
- **Technical Services Unit** (Montpelier: 4 FTE; 1 with MLS degree)
 Head of Collections and Digital Initiatives (MLS); Assistant Librarian; 2 Program Services Clerks.

The VTLIB works with school, academic, public and special libraries statewide, with particular emphasis on the development of the state’s 183 public libraries.

Vermont’s public libraries serve 97% of the state’s population. In FY11 Vermont public libraries reported 3.69 million visits and circulated 4.8 million items. In the same year, public libraries reported 895,232 sessions at public computers with Internet access. More public library statistics are available at:

<http://libraries.vermont.gov/libraries/stats/plstats>

To learn more about the activities of the Department of Libraries, see past issues of the Department’s newsletters (and sign up for the electronic subscription) at:

<http://libraries.vermont.gov/news/janfeb2010>

Budget

The Department of Libraries’ budget consists of: funds from state general funds (GF), federal LSTA funds (FF), special funds (SF), and interdepartmental transfers (contracted Westlaw legal databases used across state government.) Special funds come from Vermont library fees for access to the *Vermont Online Library* and revenue from a private bequest which supports library services to children.

FY12 Total Budget (post rescission): \$3,349,322

| | |
|------------------------------------|-------------|
| GF | \$2,270,035 |
| FF (LSTA) | \$ 878,355 |
| SF | \$ 99,156 |
| Interdepartmental Transfers | \$ 101,776 |

American Recovery and Reinvestment Act (ARRA) Grant Programs

VTLIB is a partner in two federal ARRA Broadband Opportunities Technology Program (BTOP) grant projects:

- *Vermont FiberConnect* (Vermont Telecommunications Authority and Sovernet Fiber Corp.)
This project will bring high-speed, high-capacity fiber optic broadband to over 300 “community anchor institutions,” including 42 public libraries and the Midstate Library Service Center. To support this project, VDOL secured an Online Opportunity Broadband grant from the Bill & Melinda Gates Foundation.
- *e-Vermont; the Community Broadband Project* (Vermont Council on Rural Development)
VDOL is part of a team of partners who have worked together to help local government, businesses, schools, libraries and non-profits to build capacity for the use of computer/digital technology and to increase Internet adoption rates in 24 “e-Vermont” communities. As part of this project VTLIB worked with 23 libraries to strengthen digital services and public computing capacity. The grant project included \$96,000 for the purchase of computer equipment, digital resources, and library automation support for these libraries. Though the project officially ends spring 2012, VTLIB will continue to work with project partners to advance citizen digital literacy and to provide training for library staff, local officials, small business and the general public. VTLIB will continue to work with project partners to develop programs and services and to leverage other grant funding.

Vermont Public Library Foundation (VPLF)

Authorized by 22 V.S.A. § 610, the Vermont Public Library Foundation raises funds from private sources to support programs and award grants to public libraries. The Foundation maintains an endowment that originated with funds from the Freeman Family Foundation and uses earned interest for grantmaking. The Foundation also provides grants (restricted to public library programs that support youth) from the Winnie Belle Learned Fund, made possible through the generous financial support of Dr. Burnett Rawson, a retired physician from Essex, VT. In 2011, the VPLF awarded \$30,296 in Winnie Belle Learned Fund grants to 21 public libraries.

The Vermont Early Literacy Initiative in Vermont public libraries is financed in part with funding from the Winnie Belle Learned Fund. This program, a partnership with the Vermont Center for the Book, has provided training for more than 40 librarians. Based on research on how babies and toddlers learn, the program is changing the way Vermont librarians present story time programs and gives them the tools needed to introduce concepts of early literacy to parents and caregivers.

Strategic Planning Process

In addition to creating this State Strategic Plan, the Department of Libraries (VDOL) is required by the federal Institute of Museum and Library Services (IMLS) to have a 5-Year LSTA (Library Services & Technology Act) Plan for activities supported with LSTA funds. The current *LSTA Five Year Plan, 2008-2012* is available at: <http://libraries.vermont.gov/libraries/lsta>

The next LSTA 5-Year Plan (2013-2017) is due to IMLS in June 2012, and this provides us with an additional strategic planning tool to set priorities and goals. Because it is designed to meet the criteria of the federal LSTA program, the LSTA Plan will focus on some different areas than those included in this State Strategic Plan.

In March 2012, Wilson & Himmel, Library Consultants, issued the report: *Independent Evaluation of Vermont's Implementation of the Library Services and Technology Act 'Grants to States' Program, 2008-2012*: <http://libraries.vermont.gov/sites/libraries/files/VTLSTAEvaluation2008-2012.pdf>

The evaluators collected information from Vermont librarians/library staff and other stakeholders via focus groups, telephone interviews and an online survey. The data collected in this evaluation process serves as both an assessment of past VDOL work and an inventory of future needs of Vermont libraries. As a result, the *Independent Evaluation* informs both this State of Vermont Strategic Plan and the forthcoming LSTA 5-Year Plan.

The *Independent Evaluation* provides data about the services/programs most valued by Vermont libraries and outlines changes that need to take place in the coming 5 years:

| Most Valued Program | Comments | Future Needs | Plan |
|--|--|---|--|
| 1. Resource Sharing : Vermont Automated Library System (VALS) | VALS is antiquated and "clunky." Implementing a new system should be a top priority. | 1. Replace VALS with new system and update/replace the Web2 union catalog. 2. Implement a statewide delivery system for Interlibrary Loan. | New LSTA 5-Year Plan |
| 2. Vermont Online Library databases and other digital resources for libraries/citizens | Expand the Vermont Online Library to include e-books and other digital resources. | Add products, provide e-books, and make it universally available. Increase citizen awareness and use. | New LSTA 5-Year Plan State Strategic Plan |
| 3. Library programs and services for youth and families | Summer Reading and VDOL Consultant services highly valued. | VDOL print book collection is still valued. Focus on early literacy. | LSTA 5-Year Plan |
| 4. Continuing education program for library workforce. | Need more technology training. Add remote training (e.g. webinars). | Address needs of state's larger public libraries. | LSTA 5-Year Plan |

Also of note from the *Evaluation*:

- VTLIB must improve marketing and PR (for VDOL services and for Vermont libraries)
- VTLIB needs to build a “culture of assessment” and implement assessment tools and measures to evaluate current and future programs and services.

In addition, the Vermont Board of Libraries has advised the State Librarian to:

- Establish a Library Standards Committee to revise the *Minimum Standards for Vermont Public Libraries* to include a tiered approach for different-sized libraries, and to reflect the requirements of 21st Century library service and the current information needs of citizens.
- Find outside funding to conduct a study of public library governance and funding models.

Department Planning Process for the State Strategic Plan

1. State Librarian Martha Reid attended the Governor’s Planning Retreat for the Extended Cabinet (June 2011).
2. State Librarian Reid and Assistant State Librarian Christine Friese attended an all-day planning session with other departments in the Agency of Administration (July 2011).
3. Members of the VTLIB “Management Team” (Martha Reid, Christine Friese, Sheila Kearns, Paul Donovan, and Gerrie Denison, along with State Librarian Executive Assistant Renee Ancel) attended an all-day planning session (August 2011) with facilitators Christine Hetzel and Rose Gowdey. The Management Team worked that day (and at two later meetings) to develop a vision statement, draft goals and priorities and list possible activities. The second meeting was facilitated by a Tax Department employee so to provide an objective third party to lead the discussion. The third meeting was absent an outside facilitator and the State Librarian.
4. The Management Team met with the VTLIB “Leadership Team” of librarians to discuss the planning process and to present the draft vision, goals and activities. Leadership Team members participated in further development of the VDOL strategic plan. (September 2011)
5. State Librarian Reid presented the vision statement and draft strategic goals and activities to the remainder of the VTLIB staff (divided into 2 groups which met on different days so everyone could participate) and recorded their feedback and ideas. (October 2011).

Note: Some ideas will be reserved and used for additional planning activities.

It was important that all Department staff had a voice in this process, though the Management Team had the most prominent role in developing the framework of this plan.

The process for all of these meetings followed that which was introduced by the Human Resources Department facilitators (facilitated discussion, recording of comments, etc.) Only the meetings with the VTLIB Management Team included any kind of visual mapping.

The State Librarian was responsible for the final version of the vision statement, goals, priorities and strategies listed in this plan and for writing the final Strategic Plan.

Department Mission

Mission Statement from the Department of Libraries' Website <http://libraries.vermont.gov/>

Guided by 22 V.S.A. §601-635, the mission of the Department of Libraries (VTLIB) is to collect, organize, and disseminate information and library materials in a variety of formats to the three branches of State government, libraries statewide, the general public, and Vermonters with special needs; to support and strengthen local libraries; to foster new means for statewide cooperation and resource sharing among all types of libraries; and to increase public awareness of libraries and their services and to act as an advocate on their behalf.

- We provide access to information in a variety of formats to the three branches of Vermont State Government in order to contribute to effective and efficient government;
- We provide consultation, training and other services to librarians, public library board members and elected officials and offer resources, services and grants to qualifying libraries in order to strengthen their capacity to deliver quality library service;
- We enable resource sharing between all types of libraries;
- We provide all Vermonters with qualifying visual and physical disabilities access to quality library services and the special format materials they need in order to enjoy recreational reading, to engage in lifelong learning and to improve their economic self-sufficiency.

Inherent in this mission is the Department's advocacy of the right of Vermont citizens to read and have full access to information by ensuring that libraries and their resources are readily accessible to all Vermonters regardless of their geographic location, their level of income, access to technology or disability, and, as the official depository for Vermont state publications, the preservation of the record of Vermont state government for public scrutiny.

Department of Libraries: Vision Statement

Vermont libraries will be for all Vermonters a hub of lifelong learning, 21st century information, citizen engagement and personal enrichment, offering free, universal, and convenient access that will improve quality of life and strengthen our communities.

Department of Libraries: Values

1. The Department of Libraries values its employees. We recognize this by recognizing hard work done well, by celebrating success, and by fostering the growth and development of both individuals and units. We strive to create an environment where there is mutual respect and mutual support and where the contribution of each individual has worth.

2. We value our customers, stakeholders and partners in federal, state and local government, in libraries, in the non-profit sector and in our communities in the same way as we do our employees. We are committed to providing service which meets – and even exceeds – their needs.
3. We value open, honest and transparent Department operations that clearly state our mission and goals and which are accountable both for performance and the methods by which performance is achieved. We strive for excellence in our internal and external communications and in the work that we do.
4. We value the personal potential of every individual and believe that information, literacy, learning and free and open access to the full range of ideas and knowledge are essential in a free and democratic society. We believe that libraries provide these essential services in our communities, schools and learning institutions.

Inherent in the VTLIB mission are these core values and principles:

- *Right to Read and Intellectual Freedom:* The Department of Libraries is an advocate for the right of Vermont citizens to read and have free and full access to information by ensuring that libraries and their resources are readily accessible to all Vermonters regardless of their geographic location, their level of income or education, their native language, their access to technology or disability;
- *Vermont citizens have free and equal access to books and other materials that are located in libraries throughout Vermont and the United States via the interlibrary loan/resource sharing network;*
- *The preservation of the record of Vermont state government for public scrutiny is assured through the collection of state documents and publications in all formats at the Vermont State Library;*
- Libraries are social and community centers which provide equal access to quality information, designed to increase the level of knowledge in a community.
- Libraries represent social capital, improving the lives of our citizens and strengthening local communities. Libraries are non-sectarian, service-oriented institutions for all age groups. Libraries foster literacy, life-long learning, intellectual freedom and inventiveness.
- *Libraries help bridge the “digital divide” by providing citizens with free Internet access, computer training, and assistance in the use of computers and digital resources.*

The Vermont Department of Libraries is committed to:

- Responsible fiscal management;
- Excellent customer service;
- Responsiveness to the information needs of Vermont State government;
- Support for the development and sustainability of quality local library service for all citizens;
- Ensuring the rights of individual citizens to have free access to the information they need in their lives, including access to e-governemnt services;
- Literacy support for citizens, especially children and their families;

- Safeguarding library records and library patron confidentiality;
- Developing statewide services that support 21st century skills and library technology, including a wide range of online resources and high-speed, high capacity broadband.

Statutory Environment

Federal

The Library Services and Technology Act (LSTA) set forth the principles, needs, goals, an evaluation plan and programs for administering the Vermont Department of Libraries' LSTA program. The LSTA Plan is developed according to the specific purposes of the "Grants to States" Library Program (20 USC §9141(a)(1)-(6)) administered by the Institute of Museum and Library Services, with these priorities

- (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 in order to support such individuals' need for education, life-long learning, workforce development, and digital literacy skills;
- (2) Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services ;
- (3) (A) Providing 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) enhancing efforts to recruit future professionals to the field of library and information services;
- (4) Developing public and private partnerships with other agencies and community-based organizations;
- (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;
- (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 9902(2) of Title 42) applicable to a family of the size involved;
- (7) Developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
- (8) Carrying out other activities consistent with the purposes set forth in section 9121, as described in the State library administrative agency's plan.

State of Vermont

The Department's organization and authority: 22 V.S.A. § 601–635.

The State Librarian is administrative head of the department and is appointed by the Secretary of Administration after consultation with the Board of Libraries and with the approval of the Governor and the advice and consent of the Senate. The State Librarian "must be a professional librarian and must possess a degree in library science from an institution accredited by the American Library Association."

The Board of Libraries serves in an “advisory capacity to the state librarian.” The seven members of the Board are appointed by the Governor with the advice and consent of the Senate. In addition, the Board has the responsibility for Geographic Names: 10 V.S.A. § 151-154.

The Law of Public Libraries: 22 V.S.A. § 61-173

The Department has responsibility for the distribution of selected state publications: 29 V.S.A. § 1101-1193

Department Goals Related to Statewide Priorities

Goal 1: Digital Literacy for Vermont Citizens

The Department of Libraries (VTLIB) will collaborate with government and community partners to promote and facilitate digital literacy competence for Vermont citizens to support learning, workforce development, self-reliance, and the attainment of 21st Century skills. The Department of Libraries will ensure that public libraries perform their essential role for success in reaching this goal.

- A. **Statewide Priority this goal serves: The Economy. Create a brighter economic future for Vermonters by raising incomes, growing jobs, improving job training, and improving our quality of life.**
- B. **Goal 1 Performance Measure(s)**

Measure 1A: At least 45 Vermont public libraries (25%) will have designated employees or volunteers who have attended “Train the Trainer” classes to effectively teach digital literacy skills to endusers using a VDOL-approved curriculum, by the end of 2013.

Measure 1B: At least 128 Vermont public libraries (70%) will have websites that include links to a new VDOL-approved digital literacy citizen toolkit, by the end of 2013.

Measure 1C: At least 30 public libraries will have conducted digital literacy training for adult citizens using VDOL-approved curriculum, by the end of 2014. Another 15 public libraries will have conducted public digital literacy training, by the end of 2015.

- C. **Goal 1 Strategies** (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

Strategy 1.1 Identify current and potential partners, continuing work done to date with the e-Vermont Community Broadband Project, the Commissioner of Economic Development, and Community College of Vermont (CCV). Conduct an environmental scan of digital literacy training currently available in the state and contact these programs for help in finding potential trainers in public libraries.

Strategy 1.2 Using digital literacy training materials from successful library programs in other states, adapt the “Train the Trainer” curriculum developed by CCV for training public library staff and volunteers. Include Benchmarks that identify digital literacy skills and levels of proficiency required for job readiness, small business creation/development, and individual participation in 21st century e-government, learning, etc.

Strategy 1.3 Recruit library representatives to teach the VDOL digital literacy curriculum to citizens. Schedule and conduct training for representatives of 45 public libraries.

Strategy 1.4 Using the “Train the Trainer” curriculum as a guide, design curriculum to train citizens in public libraries and produce instructional materials. Schedule and market the digital

learning opportunities available in 45 public libraries. Design and implement “before” and “after” assessments of students. Deploy public trainings.

Strategy 1.5 Develop/adapt webinars and a citizen online toolkit for deployment in libraries.

Strategy 1.6 Provide a link to the online toolkit to libraries for placement on their websites.

Strategy 1.7 Assess and evaluate the impact of the program. Plan for continued training and program sustainability based on feedback from citizens who have participated in training and from sponsoring libraries.

2. Goal 2: The Vermont Public Library Foundation (managed by the Department of Libraries) will be a robust organization with increased visibility, public awareness and fund-raising capacity to support the work of Vermont’s public libraries.

- A. **Statewide Priority this goal serves: The Economy. Create a brighter economic future for Vermonters by raising incomes, growing jobs, improving job training, and improving our quality of life.**
- B. **Measure 2A:** The Vermont Public Library Foundation (VPLF) will increase the amount of available grant-making funds in the Freeman Family Foundation Fund Account by no less than 200% by raising at least \$20,000 from private sources by the end of 2014.
- C. **Goal 2 Strategies** (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

Strategy 2.1: Recruit new VPLF Board members. Approach potential members who have skills in marketing, fund-raising and related areas and who have strong interest in libraries.

Strategy 2.2: Develop strategic and marketing plans for the VPLF. Create a webpage for the Foundation and gather success stories from libraries which have received VPLF grants.

Strategy 2.3: Implement the strategic and marketing plans and begin new fund-raising efforts.

Strategy 2.4: Identify potential donors of significance and make personal visits and appeals.

Strategy 2.5: Celebrate success and use PR to spread the word.

Strategy 2.6: Assess program and plan for sustainability.

3. Goal 3: The Vermont State Library will meet the information and research needs of State Government.

- A. **Statewide Priority this goal serves: State Government and Employees. Improve the effectiveness of state government by support of a motivated and healthy workforce and through greater accountability, performance measurement, and focus on customer service.**

B. Goal 3 Performance Measure(s)

Measure 3A: 60% of state employees who use State Library services and who respond to a survey at the end of 2014 will answer “yes” when asked whether their information and research needs are met by the State Library.

Measure 3B: By the end of 2015 State Library staff will have trained 100 state employees in the use of online resources available from the State Library.

C. Goal 3 Strategies (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

Strategy 3.1: Conduct needs assessment survey of state employees.

Strategy 3.2: Conduct an analysis of survey results and convene selected focus groups of state employees.

Strategy 3.3: Complete new collection development policy and collection development plan for State Library, based on survey analysis and focus groups. Set priorities and create an action plan and budget. Begin to build new resources and services into FY14 and FY15 budget s.

Strategy 3.4: Establish competencies for State Library reference staff and implement training.

Strategy 3.5: Design and schedule training classes for state employees to introduce new services and training on use of State Library online resources.

Strategy 3.6: Create and implement a marketing plan to state government and begin training classes for state employees.

Strategy 3.7: Conduct a survey to assess impact of the program.

4. Goal 4: The Department of Libraries (VTLIB) will increase its capacity to provide 21st Century services and programs by improving its own organizational framework and supporting a well-trained and empowered Department workforce.

A. Statewide Priority this goal serves: State Government and Employees: Improve the effectiveness of state government by support of a motivated and healthy workforce and through greater accountability, performance measurement, and focus on customer service.

B. Measure 4A: The Department of Libraries will hire an outside consultant to conduct an organizational assessment and create an action plan by the end of 2013.

Measure 4B: The Department will develop individual employee training plans for all VTLIB employees by the end of 2013. Each employee will have completed at least two training events as required in their training plans by the end of 2014.

C. Goal 4 Strategies (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

Strategy 4.1: Upon completion of new Strategic Plan and LSTA 5-Year Plan, hire outside consultant familiar with work of state library agencies to conduct an organizational assessment and create an action plan.

Strategy 4.2: Review recommendations of consultant and implement a plan for change, including measures for success.

Strategy 4.3: Review job descriptions and assign skills needed to perform required work.

Strategy 4.4: Assess VDOL employee skills and create individual training plans.

Strategy 4.5: Implement training plans and include in employee performance management.

Strategy 4.6: Conduct assessment that shows impact of re-organization and staff training.

5. Goal 5: Deploy fiber optic broadband in the 42 public libraries participating in the Vermont FiberConnect federal grant project and implement a state-funded Wide Area Network (WAN) for Internet service at these libraries.

A. Statewide Priority this goal serves: Vermont's Infrastructures: Support modernization and improvements to Vermont's infrastructures, including our electric grid, road network, telecommunications system, and water supply and wastewater systems, to ensure Vermont's long-term economic and environmental sustainability.

B. Measure 5A: Vermont FiberConnect fiber optic connections will be "turned on" in all 42 libraries by the end of 2013.

Measure 5B: The State-funded Wide Area Network (WAN) will be operational and supplying Internet access in 42 public libraries by the end of the 2nd Quarter of 2014.

C. Goal 5 Strategies (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)

Strategy 5.1: Sovernet Fiber Corporation implements their schedule of deployment of fiber optic connections in 42 designated public libraries, beginning in summer of 2012.

Strategy 5.2: VTLIB works with the Department of Information and Innovation (DII) to hire a Network Administrator to manage the new Wide Area Network (WAN) for Internet service in FiberConnect libraries.

Strategy 5.3: VTLIB/DII orders equipment for the libraries scheduled to receive fiber connections in 2012, as well as the equipment required to manage the WAN.

Strategy 5.4: DII Network Administrator installs equipment at DII and at 2012 library sites. WAN is successfully launched.

Strategy 5.5: Network Administrator orders and installs equipment at 2013 library sites. All libraries are connected to the WAN by the end of the 2nd quarter of 2014.

Strategy 5.6: Evaluation tools are created and deployed to assess project impact.

6. Goal 6: Vermont public libraries will be fully automated with online library catalogs for improved service, greater accountability, shared resources and easy access by citizens.

- A. Statewide Priority this goal serves: Vermont's Infrastructures: Support modernization and improvements to Vermont's infrastructures, including our electric grid, road network, telecommunications system, and water supply and wastewater systems, to ensure Vermont's long-term economic and environmental sustainability.**
- B. Measure 6A:** 90% of the Vermont public libraries which meet *Minimum Standards for Vermont Public Libraries* will be fully automated with an online catalog by the end of 2015.
- C. Goal 6 Strategies (*Projects, programs, and/or activities designed to implement the goal and achieve its measures*)**

Strategy 6.1: Department of Libraries (VTLIB) updates the existing spreadsheet on current library automation in Vermont public libraries.

Strategy 6.2: VTLIB creates survey for non-automated libraries to determine feasibility and needs.

Strategy 6.3: VTLIB creates written plan for achieving automation goal.

Strategy 6.4: VTLIB contacts libraries and meets with Library Trustees to discuss library automation, discover problem areas and set local strategy.

Strategy 6.5: VTLIB works with local library staff to prepare for library automation.

Strategy 6.6: VTLIB works with local library staff on project implementation.

Appendix A: Department Statutory Authority/Relevant Rules & Regulations

State of Vermont

The Department's organization and authority: 22 VSA § 601–635.

The State Librarian is administrative head of the department and is appointed by the Secretary of Administration, after consultation with the Board of Libraries and with the approval of the Governor and the advice and consent of the Senate. The State Librarian “must be a professional librarian and must possess a degree in library science from an institution accredited by the American Library Association.”

The Board of Libraries serves in an “advisory capacity to the state librarian.” The seven members of the Board are appointed by the Governor with the advice and consent of the Senate.

In addition, the Board has the responsibility for Geographic Names: 10 VSA § 151-154.

The Law of Public Libraries: 22 VSA § 61-173

The Department has responsibility for the distribution of selected state publications: 29 VSA § 1101-1193a).

Federal

The Library Services and Technology Act (LSTA) set forth the principles, needs, goals, evaluation plan and programs for administering Vermont's LSTA program. The Department's LSTA plan is developed according to the specific purposes of the Grants to States Library Program (20 USC §9141(a)(1)-(6)) administered by the Institute of Museum and Library Services (IMLS) with the goals of:

- (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 in order to support such individuals' need for education, life-long learning, workforce development, and digital literacy skills;
- (2) Establishing or enhancing electronic and other linkages and improved coordination among and between libraries and entities, as described in 9134(b)(6), for the purpose of improving the quality of and access to library and information services ;
- (3) (A) Providing 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) enhancing efforts to recruit future professionals to the field of library and information services;
- (4) Developing public and private partnerships with other agencies and community-based organizations;
- (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;
- (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 9902(2) of Title 42) applicable to a family of the size involved;
- (7) Developing library services that provide all users access to information through local, State, regional, national, and international collaborations and networks; and
- (8) Carrying out other activities consistent with the purposes set forth in section 9121, as described in the State library administrative agency's plan.