

GROWING MINDS GROWING COMMUNITY

Prepared by:

**Jefferson County Library Advocates
(JCLA)**

**Bolivar-Harpers Ferry Public Library
Charles Town Library
Shepherdstown Public Library
South Jefferson Public Library**

TABLE OF CONTENTS

ABOUT THE JEFFERSON COUNTY LIBRARY ADVOCATES (JCLA)	2
THE ROLE OF LIBRARIES IN THE LIFE OF CHILDREN AND TEENS.....	2
OUR LOCAL FUNDING PROBLEM.....	4
HOW DOES JEFFERSON COUNTY COMPARE?.....	4
NATIONAL STANDARDS FOR LIBRARIES.....	8
A REASONABLE AND REALISTIC GOAL.....	11
WITH INCREASED FUNDING, THE LIBRARIES OF JEFFERSON COULD	12
JEFFERSON COUNTY LIBRARY DATA 2014	14
COMMUNITY SURVEY REPORT.....	15
ENDNOTES	18

APPENDICES

Statements Given at the Board of Education Regular Meetings

Letters of Support

Supplementary Reading Recommendations

ABOUT THE JEFFERSON COUNTY LIBRARY ADVOCATES (JCLA)

The Jefferson County Library Advocates (JCLA) is dedicated to securing adequate, predictable, and sustainable local funding for the four Jefferson County Libraries. Improved funding would allow the libraries to expand and improve services to the children and residents of Jefferson County.

Libraries build communities—they are the cornerstones of the communities they serve.

JCLA's mission is to ensure that the 2016 Excess Levy, to be enacted by the Jefferson County Board of Education, includes a dedicated source of annual funding for each of Jefferson County's four libraries at a rate of 0.5%, or a minimum of \$100,000 per library. Further, JCLA will work for the adoption of the Excess Levy by the voters of Jefferson County.

THE ROLE OF LIBRARIES IN THE LIFE OF CHILDREN AND TEENS

Public libraries are at the forefront of the 21st century knowledge society where students and their parents need to have a certain level of proficiency with the information landscape, know how to navigate print and digital information, and understand how technology works in order to succeed in school and the workplace. These skills are acquired throughout a lifetime and are no longer mastered solely within the confines of a classroom.

Public libraries are anchor institutions providing vital resources and services, including access to information and technology, instruction for all learners, and programs designed to develop important digital literacy skills. They render essential support and instruction to promote continuous learning for the communities they serve.

According to the Pew Research Center report, *Parents, Children, Libraries, and Reading*, 94% of parents say that “libraries are important for their children, and 79% describe libraries as “very important.” That is especially true of parents of young children (those under age 6), some 84% of whom describe libraries as “very important.” Almost every parent surveyed (97%) say it is important for libraries to offer programs and classes for children and teens. This report also found that “parents themselves are considerably more likely than other adults to use library services.”¹

Public libraries play a critical role in early childhood development. One of their fundamental roles is in the preparation of preschoolers for learning. Library programs, instruction, and materials may offer the only opportunities children have to learn important skills before they enter school.



Research indicates that there is a link between public library use and young people's reading. Young people who use their library regularly are *twice* as likely to read outside of class every day and are *twice* as likely to say that they enjoy reading. Public library users are also *twice* as likely to talk with their family about what they are reading at least once a week, and they receive significantly more encouragement from their parents to read. **Those students who are reading above the expected grade level are twice as likely to be public library users.** Conversely, students who are reading below grade level are *twice* as likely not to be public library users.²

Information and digital literacy are important skills for all students in 21st century learning environments. In Jefferson County, an estimated 40% of county residents lack internet connection in their homes, making public library services essential to fill this gap.³

During the summer months, many students of all ages lack exposure to reading, writing, and learning opportunities that are necessary to overcome achievement gaps or to prepare students for the grade ahead. Students who participate in summer reading programs show increases in engagement and have displayed greater reading gains than students who did not have such chances. **The summer reading programs provided by public libraries are essential for academic retention and continued student engagement when school is out.**

As part of the public sphere, libraries welcome all community members, regardless of their social status, demographic, or educational background. As Andrew Carnegie once said, "there is no such cradle of democracy upon the earth as the Free Public Library, this republic of letters, where neither rank, office, nor wealth receives the slightest consideration." Libraries serve as common meeting spaces for interest groups, students, and businesses, play integral roles in the assimilation of immigrants into communities, and act as hubs for job seekers who can research information, receive instruction in the application processes, and find other support in the search for a job. **Public libraries exist to educate everyone.**

OUR LOCAL FUNDING PROBLEM

Between the 2000 and 2010 U.S. Census, the population of Jefferson County increased by more than 26%. Library funding in Jefferson County, historically insufficient, has not increased consistent with the County's considerable growth. As a result, our libraries remain significantly underfunded, lacking adequate means to provide leading edge library services.

The libraries of Jefferson County are seriously underfunded.

The Libraries of Jefferson County are funded locally by the Jefferson County Commission, the Board of Education, and the various municipalities they serve. **In the current 2015 fiscal year, the libraries received a total of \$324,800 from all local sources — \$5.83 per capita.**

The libraries also receive funding from the State of West Virginia. In 2014 (the latest year for which data is available), the three state-affiliated libraries received \$267,991 from the state or \$5.09 per capita (in calculating funding for state-affiliated libraries, the WV Library Commission used a population of 53,499).

The Charles Town Library, an independent library serving Jefferson County since 1928, is operated by the Old Charles Town Library, Inc., a not-for-profit corporation. The Charles Town Library receives no funding from the state.

Tax-based funding (both local and state) for all libraries in Jefferson County in FY2015 was 592,791.

HOW DOES JEFFERSON COUNTY COMPARE?

The average per capita funding for libraries in the United States in FY2012 (the latest data available) was \$37.98.⁴ Of that amount, \$32.05 was from local government funding. Jefferson County's per capita local government funding for FY2012 was \$5.91⁵ — **a difference of more than \$26.00**. In the state of West Virginia, the average local government funding per capita in 2012 was \$13.42⁶ — **a difference of more than \$7.50**.

	Local Government Per Capita Funding		
	FY 2012	FY 2013	FY 2014
United States	\$32.05	N/A	N/A
West Virginia	\$13.42	\$13.74 ⁷	\$14.02 ⁸
Jefferson County	\$5.91	\$6.24⁹	\$6.01¹⁰

	Median Household Income	Per Capita Income	Persons Below Poverty Level	Home Ownership Rate	H.S. Diploma	B.S./B.A. or Higher	Per Capita Local Government Funding of Libraries (2012)
United States	\$53,046	\$28,051	14.9%	65.5%	85.7%	28.5%	\$32.05
West Virginia	\$41,043	\$22,966	17.9%	73.4%	83.9%	18.3%	\$13.42
Jefferson County	\$64,314	\$29,655	11.1%	75.9%	86.2%	27.8%	\$5.91

Comparison with West Virginia Counties

Jefferson County is the wealthiest county in the state of West Virginia, yet its per capita spending on libraries is among the lowest in the state.

Let's put Jefferson County's spending on libraries in perspective. Jefferson County is the wealthiest county in West Virginia, yet its per capita spending on libraries is among the lowest in the State. Jefferson County's less affluent neighbor, Berkeley County, with a median household income \$11,000 less than that of Jefferson, was able to provide \$14.15 in local funding to its libraries in 2014—*nearly 175% greater local funding than that provided by Jefferson County to its libraries.*

Kanawha County, with a median household income almost \$20,000 less than that of Jefferson County, provided almost \$36.00 per capita in local government spending for its libraries.

Jefferson County's local government funding for libraries is on par with the poorest county in West Virginia, McDowell County, which has a median household income one-third that of Jefferson. McDowell County's local government funding for libraries is \$2.69 per capita. However, if its per capita funding of libraries is tripled to match the median household income of Jefferson County, *McDowell County is spending more on libraries than Jefferson County*—almost \$2.00 more per capita. The wealthiest county in West Virginia funds its libraries no better than the poorest county in West Virginia.

In spite of the fact that Jefferson County exceeds the national average in median household income and per capita income, and enjoys a lower rate of poverty, greater home ownership, and higher levels of education than the national average, its local government funding of libraries approaches neither the national nor the state level. It is no wonder, then, that the libraries of Jefferson County struggle to provide the types of services that better funded libraries can offer.

Comparison by County		Median Household Income	Per Capita Income	Persons Below Poverty Level	H.S. Diploma	Local Government Library Funding (2014)
	West Virginia	\$41,043	\$22,966	18.5%	83.9%	\$14.02
	Jefferson	\$65,304	\$29,605	11.2%	87.7%	\$6.01
	Putnam	\$54,854	\$27,957	11.3%	89.3%	\$7.84
	Berkeley	\$53,515	\$26,264	13.1%	86.0%	\$14.15
	Kanawha	\$46,085	\$28,174	14.1%	87.9%	\$35.74
	Ohio	\$41,025	\$26,136	15.4%	91.2%	\$25.97
	McDowell	\$22,252	\$14,093	36.3%	63.1%	\$2.69

Comparison with Peer Counties

Jefferson County is part of the greater Washington DC metropolitan statistical area. No other county in West Virginia holds this status. This greater metropolitan area has the wealthiest households and the most educated workforce in the United States. Those counties adjacent to Jefferson County are Loudoun and Clarke County in Virginia and Frederick County in Maryland. In comparison to these adjacent counties, Jefferson County is the least wealthy. Jefferson County's median household income lags behind that of the second least wealthy county, Clarke County, by almost \$16,000. Clarke County's per capita local government spending on libraries is \$12.20— more than double that of Jefferson County. Loudoun County local government spends \$36.08 per capita on libraries, and Frederick County spends \$32.95 per capita. The average amount spent on libraries by these three counties is \$27.08 per capita—more than \$21.00 per capita greater than Jefferson County.¹¹

High school graduation rates within these three counties range from 3.1% to 7.2% higher than Jefferson County. Bachelors or higher degrees are also significantly greater in the adjacent counties, ranging from 3.4% to 30.1% higher than Jefferson. Both Loudoun and Frederick Counties exemplify the modern knowledge economy which is dependent on well-educated workers who are highly literate. As Jefferson County continues to grow, the county will need to accommodate these knowledge workers spilling over from these two counties who will have greater expectations for the libraries of Jefferson County and their services.

	Median Household Income	Per Capita Income	Persons Below Poverty Level	Home Ownership Rate	H.S. Diploma	B.S./B.A. or Higher	Per Capita Local Income Spent on Libraries
United States	\$53,046	\$28,051	14.9%	65.5%	85.7%	28.5%	\$32.05
Jefferson	\$64,314	\$29,655	11.1%	75.9%	86.2%	27.8%	\$6.01
Loudoun	\$122,068	\$46,732	3.5%	78.2%	93.4%	57.9%	\$36.08
Clarke	\$80,186	\$38,121	7.9%	78.6%	89.3%	31.2%	\$12.20
Frederick	\$83,706	\$36,472	5.7%	75.6%	91.8%	37.5%	\$32.95

Both Loudoun and Frederick Counties spend more than the national average on libraries and enjoy a much higher level of educational attainment, as well as a greater median household income than those counties whose local funding is significantly below the national average. If Jefferson County is going to compete economically with counties in its peer group, then local funding for libraries needs to increase significantly.



Well-funded libraries make for better educated communities.

And, better educated communities start with early literacy and innovative children's programming.

Without adequate, predictable, and sustainable local funding, the libraries of Jefferson County can only provide minimal library services, maintaining the status quo. As the recent Aspen Report on Public Libraries¹² suggests:

“Sustainable funding means more than an annual operating budget to carry out the library’s mission and deliver services annually. It also means providing a foundation for the long-term planning needed to continue to offer leading-edge learning opportunities, develop and maintain expertise, keep pace with changes in the knowledge and creative economies and invest in the future. Library funding should be commensurate with the essential nature of the services provided by the public library as a vitally important civic and educational institution.”

The economic growth of Jefferson County, which will be driven by highly educated people, is dependent on having excellent libraries that provide more services than lending books and other materials.

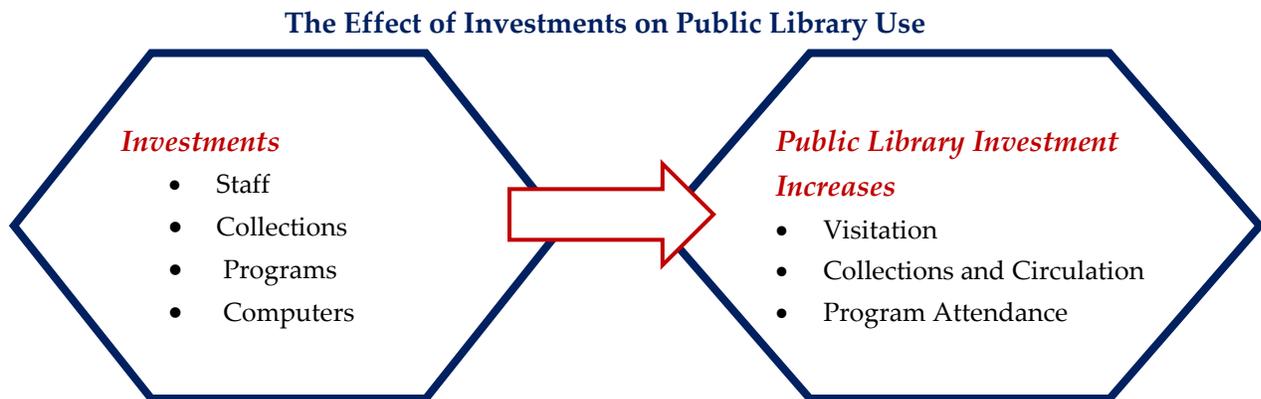
NATIONAL STANDARDS FOR LIBRARIES

The Institute for Museum and Library Services (IMLS) surveys public libraries in the United States each year. The last survey available is for FY2012. The purpose of the annual survey is to provide information to policy makers and practitioners who can use it to make informed decisions about the support and strategic management of libraries. These surveys provide an overview of the health of public libraries as well as provide *de facto* standards. The survey produces a composite of what libraries look like across the United States and ultimately provides basic benchmarks for libraries and library services. The survey looks at four major indicators:

- Use of Public Library Services
- Financial Health of Public Libraries
- Public Library Resources
- Public Library Staffing

Use of Public Library Services

As the last IMLS survey made clear, there is a strong relationship between investment in libraries and use of libraries. “When investment increases, use increases, and when investment decreases, use decreases.”¹³



As seen in the table below, Jefferson County library use, whether in number of visits, circulation, or public access computer usage, is significantly below both the national average and that of West Virginia. There is a direct correlation between insufficient investment in Jefferson County libraries and low usage.

Public Library Use Indicators

	National Average FY2012	West Virginia FY2014	Jefferson County FY2014
Visitation per Capita	5.0	2.9	1.4
Circulation per Capita	8.0	3.4	2.8
Use of Public Access Internet Computers	1.1	.6	.2

Financial Health of Public Libraries

	National Average	West Virginia	Jefferson County
Revenue per Capita	\$37.98	\$16.71	\$10.63
Revenue per Capita from Local Government	\$32.05	\$11.56	\$6.01
Revenue per Capita from State Government	\$2.60	\$5.09	\$5.09
Revenue per Capita from Federal Government	\$0.20	--	--

Public Library Resources

The Libraries of Jefferson County currently spend \$111,411 on books and other library resources or \$2.00 per capita. This is half of what the average American library spends on its collections. To match the national average, the Jefferson County libraries would need to double funding to \$223,000.

How does this level of collections expenditure impact the collections of the libraries of Jefferson County? In the United States alone, about 330,000 books are published each year. While no library can purchase everything published, the libraries of Jefferson County are only able to buy a minute fraction of the books published—less than 2%. The average library in the United States is able to buy about 7% of the books published in the U.S.

Non-fiction collections in the Jefferson County libraries are particularly troubling. With such a limited budget for materials, it is difficult to purchase a wide range of non-fiction materials to keep the collections current.

But library resources do not begin and end with books. There is now a plethora of digital materials available, many of which either cannot easily be purchased by an individual or if purchasing is possible, at a high cost. These materials are best procured by sharing the costs among the community.

The West Virginia Library Commission provides the citizens of West Virginia a number of electronic resources through the WV InfoDepot—primarily geared towards grades K-12. However, there are many more digital resources available for children, resources to which a well-educated community like Jefferson County should have access.

Operating Expenditures

	National Average FY2012	West Virginia FY2014	Jefferson County FY2014
Total Operating Expenses	\$35.47	\$20.02	\$13.85
Personnel	\$23.99	\$12.29	\$9.02
Collections	\$4.03	\$2.74	\$2.00

Public Library Staffing

Staffing is the critical resource for libraries. Libraries require both well-educated professional and support staff. Highly educated and trained staff need to understand how libraries work, the information ecosystem, and the information needs of the community, to name only a few areas of expertise. ALA-accredited librarians hold a master’s degree in Library and Information Studies. Without energetic, enthusiastic, and well-educated staff, the libraries cannot evolve to meet the changing needs of the community.

Staff levels and amount spent on personnel in Jefferson County is below state and national levels. The national average for number of staff per 25,000 capita is 11.30 staff. The average for West Virginia libraries is 8.72 staff per 25,000 capita. The libraries of Jefferson County staff is a little over half of the national average with 6.47 staff per 25,000 capita. The national average for professional staff is 3.9 per 25,000 capita. In Jefferson County, there are 1.5 librarians for every 25,000 citizens—under half of the national average.

The most important asset of any library goes home at night – the library staff.
Timothy Healy

	National Average FY2012	West Virginia FY2014	Jefferson County FY2014
Staffing per Capita (25,000)	11.30	8.72	6.47
ALA-accredited Librarians Per Capita (25,000)	3.9	0.014	1.50

The national average expenditure for personnel is \$23.99 per capita. West Virginia’s average per capita spending on personnel is \$12.29. In 2014, the libraries of Jefferson County spent about \$9.00 per capita on personnel. The libraries of Jefferson County employ 14.41 full-time-equivalent staff. To meet the national average, the libraries should employ 1.8 times as many employees or 26 professional and paraprofessional staff - that is about 11.5 more employees.

A REASONABLE AND REALISTIC GOAL

To match the national average for basic operating expenses would require a budget of over \$2 million. Currently, the budget for the four libraries is about \$775,000. To bring the libraries up to the national average would require an additional \$1.225 million. The Jefferson County Library Advocates is asking for an additional \$340,000 for the four libraries through the Board of Education’s Excess Levy. This is a reasonable and realistic goal. Currently the Board of Education provides \$60,000 in funding for the Libraries of Jefferson County. With the additional \$340,000, the Libraries of Jefferson County’s total budget would be slightly over \$1,000,000. A \$1,000,000 shortfall would remain to meet the national average. \$340,000 is about \$6.10 per capita. This additional per capita of local government funding would bring the per capita local government spending for Jefferson County libraries to \$12.11. Even with these additional funds, Jefferson County local government funding of libraries would still be almost \$2.00 less than the West Virginia average for local government funding of libraries. To meet the West Virginia average we would need an additional \$105,189 in local government funding.

Let’s put that per capita rate into perspective: A library book costs anywhere from \$15.00 to \$25.00—for a family of three or four, the additional \$6.10 per capita would purchase one book. For the price of one book, a family can have access to an extensive library selected to meet community needs as well as a variety of programs to meet their information and cultural needs. Throw in an information professional who can help locate information, no matter where it may be located; or who can provide instruction in using the internet; help with job searches, etc., and it may very well be the best bargain in the County.

**WITH INCREASED FUNDING,
THE LIBRARIES OF JEFFERSON COUNTY COULD...**

What is reasonably possible for the libraries of Jefferson County to do with the additional monies that will be of the most benefit to the Jefferson County educational system?

Additional materials to meet the average for West Virginia (\$2.72) – an additional \$.074 per capita: \$40,000

A larger budget in this area would allow the libraries to purchase more non-fiction materials to support the curriculum as well as additional e-materials to supplement the print collection. The libraries could buy additional materials in a variety of mediums that would supplement the curriculum.

Information Technology: \$10,000

Currently, there is no funding available to provide additional means of access to e-resources or to give the libraries the flexibility to adapt to the ever-changing advancements in information technologies. The libraries would be better able to assist students if they were able to provide the necessary 21st century tools essential to promoting literacy strategies and engaging today's digitally sophisticated student. Having an additional \$2,500 per library to provide alternative means of locating and accessing the most cost-effective and useful e-resources would go a long way toward closing the gap.

Raise salaries and provide benefits (equivalent to teachers' benefits) to current full-time salaried professional and hourly paraprofessional staff: \$100,000 (to meet the West Virginia average for personnel costs would require \$181,190)

Higher salaries with benefits will allow the libraries to attract and keep highly qualified professionals.

Enhance teen services: \$50,000

In Jefferson County, the greatest gap in library programs and services is for the young adult population. Additional monies would allow the libraries to create programs and services designed to meet the needs of young adults.

Outreach to the community: \$50,000

Communities are not created by themselves. Libraries are the anchor to any community and libraries should have the means to foster a sense of community. The Libraries of Jefferson County are committed to providing learning opportunities; enhancing intellectual, civic, and cultural well-being; influencing economic and technological development; and improving the overall quality of life. An outreach program would help coordinate efforts to provide services to the underserved mountain and rural areas of Jefferson County and would also work towards library programming to meet the needs of the school curriculum.

Homework Helper Support Programs: \$25,000

More than 79.6% of public libraries offer online homework help to nearly 40 million school-age children. These services bring together trained professionals and an array of resources that can be used inside the library or online twenty hours a day, seven days a week.

Additional weekend and evening hours (8 hours) for each library: \$65,000

The Libraries of Jefferson County should offer expanded hours for the community. Additional hours would enable the libraries to meet the informational needs of a greater percent of the population, particularly working parents of young children who are unable to take advantage of library programming during the day.

JEFFERSON COUNTY LIBRARY DATA 2014

Based on a population: 55,731

Current Hours for the Libraries of Jefferson County				
Hours Open	9-5	Non 9-5	Weekend	Total
Bolivar-Harpers Ferry Public Library	35	7.5	7.5	50
Charles Town Library	38	4	4	46
Shepherdstown Public Library	34	8	4	46
South Jefferson Public Library	28	8	11	47
Total	135	27.5	26.5	189

Materials	Print	Audio	Video	Total
Bolivar-Harpers Ferry Public Library	34,636	1,097	1,241	36,974
Charles Town Library	71,530	980	1,183	73,693
Shepherdstown Public Library	19,393	7,993	834	28,220
South Jefferson Public Library	20,199	7,191	1,021	28,411
Total	145,758	17,261	4,279	167,298

Materials Expenditures	Total	Per Capita	National Average	Shortfall
Bolivar-Harpers Ferry Public Library	\$31,579	\$2.29	\$55,484	(\$23,905)
Charles Town Library	\$27,650	\$2.01	\$55,484	(\$27,834)
Shepherdstown Public Library	\$21,551	\$1.57	\$55,484	(\$33,933)
South Jefferson Public Library	\$30,781	\$2.24	\$55,484	(\$24,703)
Total	\$111,561	\$2.03	\$221,936	(\$110,375)

Materials Circulation	Borrowers	Cir Child	Cir All	Visits
Bolivar-Harpers Ferry Public Library	6,876	24,573	50,889	19,848
Charles Town Library	14,497	33,755	83,524	26,631
Shepherdstown Public Library	6,527	39,732	55,689	35,751
South Jefferson Public Library	2,851	26,977	40,065	16,224
Total	30,751	125,037	230,167	98,454
Per Capita		2.24	4.12	1.77
National Average per Capita		2.8	8.0	4.12

Internet Usage	No. of Terminals	Usage	Wireless	Databases
Bolivar-Harpers Ferry Public Library	9	6,078	692	20
Charles Town Library	6	8,104	--	16
Shepherdstown Public Library	6	3,825	1,149	16
South Jefferson Public Library	9	3,120	218	20
Total	30	21,127	2,059	

Per Capita	.39 / 5,000			
National Average per Capita	4.5 / 5,000	1.1 / 25,000		

COMMUNITY SURVEY REPORT

In 2008, a Jefferson County library task force commissioned a county-wide community survey for the purposes of determining library usage and attitudes toward libraries and library funding. The survey was made possible by generous Community Participation grants secured by West Virginia State Senators John Yoder, John Unger III, State Delegate John Doyle; and the West Virginia Library Commission.

The results of the survey indicated that:

- Respondents averaged 12.3 library visits per year;
- 58% of residents and 64% of households use their local libraries;
- **72% of those residents with children use their local libraries;**
- 91.5% of the respondents feel that libraries are important to themselves and the community, and that they make the community a more desirable place to live;
- **73% of survey participants are “very or somewhat willing” to support a small (\$10-20 per household) tax increase to support library improvement.**

***It is time to increase Jefferson
County library funding – now.***

***Our children need and deserve
staffed, stocked and stable libraries!***

A Thriving Library System
=
A Healthy and Vital Community

Teaching and supporting basic literacy skills ...

- First Books for Babies
- Toddler and preschool story hours
- Outreach to daycare centers
- Beginning reading materials and advisory services
- Partnerships with schools
- Homework center
- Summer reading programs
- Adult basic education support

Educating the public for 21st century literacy ...

- "How to" books and other materials
- Internet access
- Computers for public use
- Adult instructional classes
- Educational software

Heritage: past, present and future = cultural literacy ...

- Genealogy and local history
- African-American history programs
- Cultural programs and resources
- Book discussion groups and author talks
- Local art and cultural event information

Responsible and informed citizens = civic literacy ...

- Meeting rooms for public use
- Neighborhood and community development resources
- Resident and newcomer information
- Community information and displays
- Government documents and tax forms

Investing in personal prosperity = business and financial literacy ...

- Employment and career development resources
- Financial planning materials
- Small business and marketing resources

Vital Information for a healthy and productive life = life skills literacy ...

- Health and consumer information
- Personal growth and development resources
- Family resource centers

The Libraries of Jefferson County

"A library is not a luxury but one of the necessities of life."

Henry Ward Beecher



Bolivar-Harpers Ferry Public Library
Director: Gretchen Fry



Shepherdstown Public Library
Director: Hali Taylor



Charles Town Library
Director: Marcella Genz



South Jefferson Public Library
Director: Dana Jenkins

ENDNOTES

¹ Pew Research Center's Internet & American Life Project, *Parents, Children, Libraries, and Reading*, May 1, 2013. http://libraries.pewinternet.org/files/legacy/pdf/PIP_Library_Services_Parents_PDF.pdf.

² Clark, C. and Hawkins, L. (2010). *Public Libraries and Literacy*, London: National Literacy Trust.

³ Draft *Envision Jefferson 2035* (2015).

⁴ Swan, D. W., Grimes, J., Owens, T., Miller, K., Arroyo, J., Craig, T., Dorinski, S., Freeman M., Isaac, N., O'Shea, P., Padgett, R., & Schilling, P. (2014). *Public Libraries in the United States Survey: Fiscal Year 2012* (IMLS-2015-PLS-01). Institute of Museum and Library Services, Washington, DC

⁴ Jefferson County local government funding was \$322,586. The 2012 population of Jefferson County was estimated to be 54,558.

⁶ West Virginia local government funding was \$24,899,491. The 2012 population of West Virginia was estimated to be 1.856 million. **All data for West Virginia comes from the annual West Virginia Library Commission annual statistical reports.**

⁷ West Virginia local government funding was \$25,447,667. The 2013 population of West Virginia was estimated to be 1.854 million.

⁸ West Virginia local government funding was \$25,827,750. The 2014 population of West Virginia was estimated to be 1.85 million.

⁹ Jefferson County local government funding was \$343,930. The 2013 population of Jefferson County was estimated to be 55,073.

¹⁰ Jefferson County local government funding was \$337,100. The 2014 population of Jefferson County was estimated to be 55,713.

¹¹ Swan, D. W., Grimes, J., Owens, T., Miller, K., Arroyo, J., Craig, T., Dorinski, S., Freeman M., Isaac, N., O'Shea, P., Padgett, R., & Schilling, P. (2014). *Public Libraries in the United States Survey: Fiscal Year 2012* (IMLS-2015-PLS-01). Institute of Museum and Library Services, Washington, DC.

¹¹ U.S. Census (2010).

¹² Aspen Institute Dialogue on Public Libraries, *Rising to the Challenge: Re-Envisioning Public Libraries*, Washington, D.C.: The Aspen Institute, October 2014.

¹³ Swan, D. W., Grimes, J., Owens, T., Miller, K., Arroyo, J., Craig, T., Dorinski, S., Freeman M., Isaac, N., O'Shea, P., Padgett, R., & Schilling, P. (2014). *Public Libraries in the United States Survey: Fiscal Year 2012* (IMLS-2015-PLS-01). Institute of Museum and Library Services, Washington, DC.