In Service to Iowa:
Public Library Measures of Quality
4th Edition
8/3/04

State Library of Iowa
East 12th and Grand
Des Moines, Iowa 50319

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Preface

Public librarians seek to improve the quality of library services so that community residents will be better able to Alead an enriched life through lifelong learning and participate knowledgeably and productively in a democratic society.@ (Vision Statement, Unified Plan for Library Services, 1995) Iowa=s voluntary public library standards program was established to give public libraries a tool for identifying strengths and areas for improvement, to document the condition of public library service in Iowa and to meet statutory requirements.

In Service to Iowa: Public Library Measures of Quality, the standards program manual, is published by the State Library and is based on the recommendations of the Public Library Standards Advisory Task Force and feedback from the Iowa library community. In Service to Iowa was first published in 1985, with revised editions in 1989 and 1997.

In 2003, the Public Library Standards Advisory Task Force was appointed by the Commission of Libraries to revise In Service to Iowa. Revision was needed to:
- recognize the impact of technology, especially the Internet
- base quantitative standards on Iowa-specific statistics
- provide additional explanation
- update the administrative components of the standards program

The Public Library Standards Advisory Task Force included members representing librarians and trustees from public libraries in various size categories, the Iowa Commission of Libraries, and the State Library. All members support and stress the value of the accreditation process and thank the Iowa public library community for its assistance.

Public Library Standards Advisory Task Force, 2003-2004

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Iowa public libraries report every three years on their progress toward meeting each measure. In 2004, 525 public libraries had accreditation reports on file. Libraries which meet all of the required measures and the required number of other measures are accredited. In 2004, there were 266 accredited public libraries.

The Public Library Standards Advisory Task Force and State Library staff refined the policies and procedures for reviewing the Application and Report Form for Accreditation. Information from these reports was tallied and analyzed, with the resulting data used to plan continuing education programs statewide. Additionally, information on the number of libraries meeting the various measures was reviewed and considered.

In this 4th edition of In Service to Iowa, 75 performance measures outline high quality library service in six major areas:

1. Governance/Administration/Funding
2. Staffing
3. Collections
4. Services
5. Public/Community Relations
6. Access/Facilities

Introduction

Charge to the Public Library Standards Advisory Task Force from the Iowa Commission of Libraries:

CHARGE: The State Library of Iowa's Standards and Accreditation Program exists to encourage the ongoing development of high quality public library services in Iowa. The Public Library Standards Advisory Task Force will work with State Library staff to review current standards in light of known best practices and current trends, and to develop the 4th edition of <u>In Service to Iowa: Public Library Measures of Quality.</u>

FRAMEWORK:

- The 4th edition will be based on a review of the 3rd edition. The intent is to revise the existing standards, not to create a totally new standards program.
- The 4th edition will be briefer than the 3rd.
- The task force will acknowledge and work with the tension between local community/library board control and the existence of statewide standards.
- The 4th edition will emphasize using data to evaluate the quality of collections and services.
- The 4th edition, when possible, will be based on documented best practices or national norms.
- The 4th edition will promote excellent customer service.
- The 4th edition will anticipate changes in public library organizational structures, including the way that standards will be applied to library districts as allowed by Iowa Code 336.2.
- The State Library will be able to audit compliance with the 4th edition standards.
- The 4th edition will consider current library funding realities but will not be entirely based on economic feasibility.
- The new standards will be challenging but realistic.
- The 4th edition will be completed and ready for comment by spring 04.

In 2003-2004, the Public Library Standards Advisory Task Force reviewed current standards in light of known best practices and current trends to develop the 4th edition of <u>In Service to Iowa</u>. The aim of the committee was both to update the 3rd edition of Iowa public library standards in view of recent developments (such as the continuing expansion of electronic reference services) and to incorporate new ideas in the field. To accomplish this task, individual committee members read a variety of articles about public library standards, examined standards documents published in several states, and spent many hours reviewing the current standards. Emphasis was placed both on planning for results and on collecting data to evaluate the quality and quantity of library services and use.

The Task Force used information from the 2003 <u>Public Library Statistics</u> concerning the 25th and 50th percentiles of libraries in each size code. Where applicable, the 25th and 50th percentile of the next lowest Size Code was used to determine the C and B level of a quantitative standard, providing for a more realistic level for libraries that are just above the Size Code starting population. In general, the A level of each Size Code is the 50th percentile of that Size Code, which means that half of the libraries in that Size Code are above the A level standard. See Appendix E for an explanation of **percentile rankings**.

A public library must determine and establish its own identity in the community. The uniqueness of every library is recognized and encouraged. At the same time, many of the performance measures in In Service to Iowa describe the differences between Level C (minimum), Level B, and Level A services. Libraries are asked to choose appropriate services, plan for them, and measure their effectiveness, with the intent of providing services that are as high quality as community and statewide resources can support. A public library with a **mission**, **a plan**, and specific **goals** and **objectives** will have a credible voice with funding authorities and will serve its community well.

In Service to Iowa: Public Library Measures of Quality Document Design:

1. Terms in **bold face** are defined in the Glossary. (Appendix E.)
2. *Starred items (in the text) are measures included in the funding tiers of the **Enrich Iowa: Fund Libraries** program.
3. Numbers in parentheses and preceded with an R are required for accreditation. The Enrich Iowa tier follows the R (for example, (R,2) indicates required measure, tier 2).

Reporting/Accreditation Procedures:

The Standards and Accreditation Program exists to encourage the ongoing development of high quality public library services in Iowa. Every three years, each library is asked to report its progress toward achieving accreditation by completing the APPLICATION AND REPORT FORM FOR ACCREDITATION according to In Service to Iowa and the instructions included in the form. The form is mailed annually to all public libraries. The library should send one copy of the APPLICATION AND REPORT FORM to their Library Service Area and one copy to the State Library. All libraries applying for accreditation must also provide the documentation requested on the REQUEST FOR SUPPORTING DOCUMENTATION to the State Library and the Library Service Area.

Accreditation Requirements:

To achieve accreditation, a library must:
1. Meet all **40** required measures of Tiers 1-3 at a C level or better where applicable.
2. Meet **16** of the remaining **35** measures.
3. Submit the APPLICATION AND REPORT FORM to the State Library and the Library Service Area by January 31 of the reporting year.

Accreditation certificates will be issued by the State Library in June of each year. Certificates are valid for three years from the date of issue.

Enrich Iowa Tier Requirements:

A library must meet the following measures to receive Enrich Iowa Direct State Aid funding.

Tier 1 (16 measures) 2, 3, 5, 6, 7, 8, 9, 15, 21, 40, 44, 51, 59, 61, 63, 72

Tier 2 (12 measures) 13, 14, 25, 28, 34, 35, 37, 39, 54, 56, 60, 71

Tier 3 (12 measures) 11, 12, 16, 20, 30, 31, 32, 36, 38, 42, 43, 65

Time Table:

The 4th edition of <u>In Service to Iowa</u> was approved by the Commission of Libraries on August 3, 2004 and goes into effect on October 1, 2004. The first APPLICATION AND REPORT FORM based on the 4th edition will be filed in January, 2005. The first accreditation of libraries under the provisions of the 4th edition occurs in June, 2005.

Updates:

Every two years, beginning in October 2006, the tables based on the <u>Iowa Public Library Statistics</u> will be updated, if applicable.

Audits:

State Library staff will audit all accreditation applications.

Chapter 1: Governance, Administration, and Funding

This chapter covers the basic issues a public library must address to have a legally recognized, adequately funded and well administered library.

To achieve excellence, a public library must have a director who plans, coordinates, and communicates at the highest professional level. The director must have the complete confidence of the board in administrative and personnel matters.

Excellent public libraries need excellent boards of trustees. Board members must have a high degree of commitment measured by willingness to donate time and effort to work on library-related projects. They should be active in the community, and able to develop channels of communication and influence with community leaders.

Part I: Governance

1. Residents of the community have **free access** to tax-supported public library services.

    FREE ACCESS: In a library which allows free access, no fees are assessed for services (interlibrary loan, reserves, online searches, etc.) or for any equipment or materials that are part of the circulating collection (videos, art prints, AV equipment, etc.). A library that charges for meeting room use, book rentals, video/DVD rentals or AV equipment does not meet this measure.

    A library with free access may charge for any products meant for customer consumption (i.e., items that customers pay for and keep) such as photocopies, printouts, and computer supplies. Fines, penalties and interlibrary ban postage reimbursement charges (as outlined in Access Plus) are not considered fees.

2. *(R,1) The library is established and maintained according to the provisions of local ordinance and state law.

3. *(R,1) A legally appointed and constituted library board governs the operation of the library. The library board has complete authority, within legal limits, over the library's budget and over all gifts, bequests, and donations.

4. The library recognizes the importance of continuing education for its trustees by providing financial support for their library association dues and attendance at workshops.

5. *(R,1) The library board or ordinanced authority hires the library director and delegates active management of the library, including personnel administration, to the library director.

6. *(R,1) The library follows statutory requirements as to fiscal year, audits, and budgeting, and makes annual and other reports to its funding authority(ies), the Library Service Areas, and to the State Library of Iowa.

7. *(R,1) The library board has written bylaws which outline its purpose and operational procedures. These bylaws are reviewed at least every three years.

8.   *(R,1) The library board adopts written policies for operations, collection development, personnel and Internet use, and reviews them at least every three years. All policies are available to all staff members and for public inspection. (See Appendix A.)

9.   *(R,1) The library board meets regularly (no fewer than 10 meetings per year), with the library director in attendance, at a time and place convenient for the board and the community and in accordance with the state's open meetings law.

10.   The library director provides the board with information about Iowa library laws and other state and federal laws that affect library operations, such as open meetings, minimum wage, unemployment compensation, criminal theft of library materials, and confidentiality of library records.

11.   *(R,3) The library conducts a community analysis at least every five years as part of its planning efforts. (See Appendix B.)

Part II: Administration

12.   *(R,3) The library has a written **plan** (See Appendix E)

        PLAN: A document that projects up to 5 years into the future and outlines the library's goals and objectives for maintaining and developing collections and services to meet the community's needs. Development of such a plan usually involves the staff, the trustees, and the general public. The plan outlines goals regarding such areas as administrative and fiscal matters, personnel, collection development, programs and services, public relations, and facilities. The plan responds to identified community needs. See the current Iowa Library Director's Handbook for information on Planning for Results.

        - The plan contains a **mission statement**, which describes the library's purposes in the community (See current Iowa Library Director's Handbook for suggestions).
        - The plan addresses community needs and shows goals to be achieved over a period not to exceed five years and specific, annual actions to achieve the goals.
        - The plan is reviewed and updated annually by the library board; an evaluation of the library's progress toward the plan's goals, objectives, and timetable is included in the review.

13.   *(R,2) Library Visits Per Capita. The library determines the number of people who come into the library during a specified time each year and then compares it with the **jurisdiction population**. (See Appendix E.)

        JURISDICTION POPULATION: The number of people residing within the geographical area for which a public library has been established. For the purposes of this document, do not consider the library's larger service area, which could include rural areas, other cities, and other counties.

        Report Library Visits per Capita _____

14.   *(R,2) The library keeps its borrowers' registrations up-to-date. Registration records must be updated at least every three years.

15. *(R,1) The library director provides written financial and statistical reports for review at library board meetings and regularly communicates on matters that affect policy.

16. *(R,3) The library director conducts an orientation program for each new board member and provides them training that includes the Iowa Library Trustee's Guide. (See current Iowa Library Trustee's Guide.)

17. The library director informs the board of pending legislation on the local, state, and national levels that affects libraries, so that board members and staff can actively participate in the legislative process to effect change that will benefit libraries. (for example: ILA Legislative Day, contacting legislators on library issues, etc.)

Part III: Funding

18. The library is funded by its city on a permanent and equitable basis. Level C is required to meet this measure.

Population	Level A/ Tax income from city not less than:	Level B/ Tax income from city not less than:	Level C/ Tax income from city not less than:
Under 500	$23.25 per capita	$16.17 per capita	$8.05 per capita
500-999	$23.25 per capita	$16.17 per capita	$8.05 per capita
1,000-2,499	$23.72 per capita	$23.25 per capita	$11.60 per capita
2,500-4,999	$28.77 per capita	$23.72 per capita	$18.04 per capita
5,000-9,999	$30.00 per capita	$28.00 per capita	$22.00 per capita
10,000-24,999	$30.00 per capita	$28.00 per capita	$22.00 per capita
25,000-49,999	$30.00 per capita	$28.00 per capita	$22.00 per capita
50,000 and above	$28.00 per capita	$26.00 per capita	$22.00 per capita

Note: The Task Force used information from the 2003 Public Library Statistics concerning the 25th and 50th percentiles of libraries in each size code. Where applicable, the 25th and 50th percentile of the next lowest Size Code was used to determine the C and B level of a quantitative standard, providing for a more realistic level for libraries that are just above the Size Code starting population. In general, the A level of each Size Code is the 50th percentile of that Size Code, which means that half of the libraries in that Size Code are above the A level standard.

PERCENTILE RANK: A percentile rank is the proportion of scores in a distribution that a specific score is greater than or equal to. For instance, if you received a score of 80 on a math test and this score was greater than or equal to the scores of 75% of the students taking the test, then your percentile rank would be 75. You would be in the 75th percentile.

19. The library receives permanent and equitable funding for services to rural residents from the county (if not the establishing jurisdiction).   This measure does not apply to city libraries in counties where there is a county library.

County rural per capita support, Level C in either chart A or chart B is required to meet this measure

Chart A. County rural per capita support	Level A/ Not less than	Level B/Not less than	Level C/Not less than
(Based on 2003 data from 99 counties)	$17.04 per capita **(75th percentile)**	$9.41 per capita **(50th percentile)**	$6.46 per capita **(25th percentile)**

Chart B. County support per assessed valuation	Level A/ Not less than	Level B/Not less than	Level C/Not less than
(Based on 2003 data from 99 counties)	20 cents per thousand **(75th percentile)**	12 cents per thousand **(50th percentile)**	8 cents per thousand **(25th percentile)**

20.   *(R,3) The library board reviews and adopts an annual budget which has been developed by the library director with input from the library staff. The budget reflects board-approved priorities for the library. (See the current Iowa Library Trustee Handbook)

Chapter 2: Staffing

Personnel are the library's most valuable resource and usually account for the largest part of the budget. Staffing begins with the library director. Other staff is added as needed and as funding allows. All staff members should:

> • project an image of competence and courtesy to the public they serve
> • have an understanding of the history and development of library services
> • know the service goals of the library
> • be aware of all library policies
> • be well-trained in the practices and procedures required by their position

Planning and providing high quality library service is a demanding task. In addition to traditional bibliographic skills, public librarians must be able to: assess needs, set objectives, and evaluate and measure the effectiveness of public library programs; select materials and provide guidance in the use of all library resources; work within the political and social structures of the community; communicate and work effectively with board members and staff; make use of current and emerging technologies for information and communication; and help raise funds for library services.

Like other professions, librarianship recognizes that one means of maintaining quality is to attend approved education programs. In Iowa, while acknowledging that each library employee must be evaluated on his or her specific talents, the commitment of Iowa to high quality library staff is supported by recommending compliance with the State's certification program. (See Appendix D.)

21. *(R,1) The library has a permanent, paid director who is, or will be within two years of hire, certified at a required level. (See Appendix D.) A library with a director who was certified at ANY level prior to 1992 fulfills this measure for as long as 1) the library employs that director and 2) the library director fulfills continuing education requirements to continue participating in the certification program.

   Start date of current director_____

22. The library has a written personnel classification plan with salary information for each position and written job descriptions listing the duties of each position, including any educational and experience requirements.

23. Each employee's performance, including the library director, is evaluated at least annually.

24. Library employees have salaries, hours, and benefits comparable with other community positions requiring similar educational preparation and job assignments (examples might be teachers, other city department heads, customer service representatives). Report comparable positions, salaries, and benefits (yes or no) for the library director and at least one other employee (if applicable). See Iowa Municipal Salaries and Fringe Benefits from the Iowa League of Cities for additional information.

Library position	Salary	Benefits (yes or no)	Comparable position	Salary	Benefits (yes or no)

25.   *(R,2) The library employs paid staff for a minimum of 20 hours per week. Level C is required to meet this measure.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
Under 500	28 hours (.7 FTE)	20 hours (.5 FTE)	20 hours (.5 FTE)
500-999	28 hours (.7 FTE)	20 hours (.5 FTE)	20 hours (.5 FTE)
1,000-2,499	61 hours (1.52 FTE)	28 hours (.7 FTE)	20 hours (.5 FTE)
2,500-4,999	110 hours (2.75 FTE)	61 hours (1.52 FTE)	40 hours (1 FTE)
5,000-9,999	229 hours (5.72 FTE)	110 hours (2.75 FTE)	100 hours (2.5 FTE)
10,000-24,999	375 hours (9.37 FTE)	229 hours (5.72 FTE)	190 hours (4.75 FTE)
25,000-49,999	665 hours (16.62 FTE)	375 hours ((9.37 FTE)	270 hours (6.75 FTE)
50,000 and above	1545 hours (38.62 FTE)	665 hours (16.62 FTE)	584 hours (14.6 FTE)

FULL-TIME EQUIVALENT (FTE) EMPLOYEES. Report figures as of the last day of the fiscal year. To ensure comparable data, 40 hours per week has been set as the measure of full-time employment for this survey. To compute full-time equivalents (FTE) of employees, take the number of hours worked per week by all employees and divide it by 40.

Note: The Task Force used information from the 2003 Public Library Statistics concerning the 25th and 50th percentiles of libraries in each size code. Where applicable, the 25th and 50th percentile of the next lowest Size Code was used to determine the C and B level of a quantitative standard, providing for a more realistic level for libraries that are just above the Size Code starting population. In general, the A level of each Size Code is the 50th percentile of that Size Code, which means that half of the libraries in that Size Code are above the A level standard.

26.   The library has a planned orientation program for all new employees. The orientation program introduces employees to the mission, philosophy, goals and services of the library in addition to their job responsibilities.

27.   The library provides continuing education for its director and staff at all levels by spending a percentage of its total payroll costs on direct costs of staff development and training, which may include professional memberships. (Payroll is defined as salaries and wages for all staff, not including benefits.)   [Old #32]

Report percentage of payroll costs: _____%

A	B	C
1%	.75%	.5%

Chapter 3: Collection

Collection development includes the planning, selecting and building of collections in all formats needed by the library's public. The library collection development policy, based on community needs, may include materials selection, requests for reconsideration of materials, collection specialties and purchase priorities, evaluation, and weeding of the collection. Collection evaluation is the continuous process of reviewing library materials to analyze use, age, condition, timeliness and general coverages in order to improve availability and comprehensiveness, and to identify users' changing tastes and needs.

28.   *(R,2) The library allocates funds for purchasing materials in all appropriate formats based on its collection development policy, the library's plan and current use. Level C is required to meet this measure.

    Report % of expenditures allocated to collections. (may be averaged over 3 years) _____

	Level A/ Not less than	Level B/Not less than	Level C/Not less than
	14%	12%	10%

29.   The library cooperates with other local and regional libraries (for example, school library media centers, college and university libraries, the local historical society) in collection development to provide a wide range of materials in a variety of formats to meet the needs of the community.

30.   *(R,3) The library maintains a current, thoroughly weeded collection of books appropriate to the library's mission.   Level C is required to meet this measure.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
0-499	7,000	6,000	5,000
500-999	9,747	6,651	5,521
1,000-2,499	14,570	9,747	7,541
2,500-4,999	25,679	14,200	11,476
5,000-9,999	41,998	25,679	21,425
10,000-24,999	60,555	41,998	31,314
25,000-49,999	106,998	60,555	45,605
50,000 and above	204,520	106,998	91,068

Note: The Task Force used information from the 2003 Public Library Statistics concerning the 25th and 50th percentiles of libraries in each size code. Where applicable, the 25th and 50th percentile of the next lowest Size Code was used to determine the C and B level of a quantitative standard, providing for a more realistic level for libraries that are just above the Size Code starting population. In general, the A level of each Size Code is the 50th percentile of that Size Code, which means that half of the libraries in that Size Code are above the A level standard.

31. *(R,3) The library maintains a current, thoroughly weeded collection of current print periodicals appropriate to the library's mission. Level C is required to meet this measure. A library that subscribes to a comprehensive full-text periodical database meets this measure at Level C.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
0-499	24	16	10
500-999	36	24	17
1,000-2,499	58	36	23
2,500-4,999	85	58	41
5,000-9,999	119	85	69
10,000-24,999	180	119	94
25,000-49,999	289	180	131
50,000 and above	408	289	249

32. *(R,3) The library maintains a current, thoroughly weeded collection of audio, video and/or other non-print materials appropriate to the library's mission. Level C is required to meet this measure.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
0-499	1,400	220	100
500-999	1,949	443.	237
1,000-2,499	2,914	669	349
2,500-4,999	5,135	1,036	606
5,000-9,999	8,399	1,963	1,165
10,000-24,999	12,111	3,414	2,506
25,000-49,999	21,399	5,978	3,240
50,000 and above	40,850	10,371	5,895

Note: Level A is 20% of Level A for Measure 30.

33. The library provides materials in formats appropriate to the needs of its special population groups (for example, large print books, books on tape, captioned video, Adult Basic Education and English as Second Language, children's materials).

34. *(R,2) Every item in the library's collection is evaluated for retention, replacement, or withdrawal at least every three years to determine its usefulness according to the library's collection development policy. On average, three percent or more of the collection is withdrawn each year. Level C is required to meet this measure. [Old #40]

Report average % withdrawn here:_____

Year 1_____ Year 2_____Year 3_____

A	B	C
6%	4.5%	3%

35.   *(R,2) The library's collection is up-to-date. On average, three percent or more of the collection is added each year. Level C is required to meet this measure.

Report average % added here:_____

Year 1____ Year 2____Year 3_____

A	B	C
6%	4.5%	3%

36.   *(R,3) Turnover Rate. Turnover rate is the average **circulation** per item owned. Turnover rate is computed by dividing total annual circulation by total holdings. Figures for holdings should reflect both cataloged and uncataloged items.   Level C is required to meet this measure.

Report Turnover Rate here: _____

CIRCULATION: The total annual circulation of all library materials of all types, including renewals. Note: Count all materials in all formats that are charged out for use outside the library. Count interlibrary loan transactions only for items borrowed and checked out to customers. Do not include items checked out to another library. (Do not use circulation multipliers. For example, if a film is checked out and shown to 30 people, count 1 circulation, not 30. Do not report "automatic renewals" as circulation.) Items which are packaged together as a unit (e.g., 10 audio tapes, 3 video tapes, 4 compact disks) and are generally checked out as a unit, should be counted as one physical unit. Report annual totals.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
Under 2,500	1	.8	.5
2,500 and above	3	2	1

37.   *(R,2) **Circulation** per Capita. The library determines the number of items that circulate. Circulation per capita is computed by dividing total circulation by **jurisdiction population.**

JURISDICTION POPULATION: The number of people residing within the geographical area for which a public library has been established. For the purposes of this document, do not consider the library's larger service area, which could include rural areas, other cities, and other counties.

Report Circulation per Capita here: _____

A	B	C
14.0 or more	8.0-13.9	Report results

38.   *(R,3) The library accepts requests for reserves for library materials from cardholders of all ages in person, by telephone and electronically (includes e-mail).

39.   *(R,2) The library makes available the local, county and/or regional newspaper.

Chapter 4: Services

Part I. Reference and Readers Advisory Services

Reference has been defined as "personal assistance provided to users in the pursuit of information." Three major aspects constitute the core of the service: 1) provision of information; 2) guidance in choosing materials appropriate to a user's needs, when requested; and 3) instruction in library use. The library must be committed to providing information that is complete, correct, and delivered quickly and effectively.

Readers Advisory Service incorporates the idea of personal guidance in the selection of materials for reading, viewing, and listening.

40.   *(R,1) Using print and online resources, the library provides reference and readers advisory service to residents of all ages, in person and by telephone, during all the hours the library is open. Questions that cannot be answered locally are forwarded to the library=s backup reference center, if applicable.

41.   The library provides staff who are trained and knowledgeable about reference and readers advisory print resources, the Internet and online databases, and who are able to assist customers in their use during all hours the library is open.

42.   *(R,3) The library offers interlibrary loan services to its customers and participates in state and national interlibrary loan and resource sharing as a lender and a borrower. The library converts its bibliographic and holdings information into machine-readable form and submits this information to statewide database(s) (for example, OCLC, SILO Locator)

Report number of ILL received_____   Report number of ILL sent_____

43.   *(R,3) **Reference Transactions** per Capita. The library determines the number of reference questions asked by members of the community during the year. Reference transactions per capita is calculated by dividing the total number of reference questions by the **jurisdiction** population.

Report Reference Transactions per Capita_____

JURISDICTION POPULATION: The number of people residing within the geographical area for which a public library has been established. For the purposes of this document, do not consider the library's larger service area, which could include rural areas, other cities, and other counties.

REFERENCE TRANSACTIONS: A reference transaction is an information contact which involves the knowledge, use, recommendations, interpretation or instruction in the use of one or more information sources by a member of the library staff. The term includes information and referral service and reader's advisory services. Information sources include printed and non-printed materials, Internet, FirstSearch, machine-readable databases, catalogs and other holdings, records, and through communication or referral, other libraries and institutions and persons both inside and outside the library. The request may come in person, by phone, by fax, mail, or by electronic mail from an adult, a young adult, or a child.

Do not count directional transactions or questions of rules or policies. Examples of directional transactions are "Where are the children's books?" and "I'm looking for a book with call number 612.3." An example of a question of rules or policies is "Are you open until 9:00 tonight?"

Part II. Electronic Services

44.   *(R,1) The library offers public access Internet computers and staff trained in their use. Public access computers are located in a public area and designated for public use. Level C is required to meet this measure.

Report the number of public access computers_____

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
0-499	3	2	1
500-999	3	2	1
1,000-2,499	3	2	1
2,500-4,999	4	3	2
5,000-9,999	7	4	3
10,000-24,999	9	7	5
25,000-49,999	15	9	5
50,000 and above	30	15	10

45.   The library determines the number of **users of electronic resources** per week. (See Appendix E)

USERS OF ELECTRONIC RESOURCES: Count the number of customers using electronic resources in the library in a typical week. Electronic resources include, but are not limited to, Internet (WWW, e-mail, telnet, other), online indexes, CD-ROM reference sources, and the online catalog. Do not include staff use of the resources. Note: The number of users may be counted electronically using software, or manually, using registration logs or an Electronic Usage Survey. Count each customer that uses the electronic resources, regardless of the amount of time spent on the computer. A customer who uses the library's electronic resources three times in a week would count as three customers. For confidentiality purposes, it is recommended that after recording the needed statistics, logs be discarded each day.

Report number of users of electronic resources per week_____

46.   The library has a web site. The web site may include an online catalog, information about the library, and links to local, state and national resources.

Part III. Services to Special Populations

The public library is responsible for assuring that its total community, including individuals with special needs, have access to information at the time needed and in a usable format. Individuals who have special needs include the educationally, culturally, and socio-economically disadvantaged in urban and rural areas; children and young people; the elderly; ethnic minorities; persons with limited English-speaking ability; the physically and mentally **disabled** (including the mentally ill); and residents of state, county, and locally funded institutions. (See Appendix E.)

47.   The library serves special population groups of all ages in its service area. To meet this standard at least five items must be checked:

    _____ basic computer skills instruction
    _____ children's programming with themes that promote cultural diversity (for example: Kwanzaa, Cinco de Mayo, Hanukkah, Chinese New Year)
    _____ employment and job search aids
    _____ English language learner materials
    _____ materials and/or tutoring for new adult readers
    _____ materials for gays/lesbians/bisexuals/transgenders
    _____ materials for homeschoolers
    _____ materials for non-English speakers
    _____ print and non-print materials for children and young adults
    _____ programming for young adults
    _____ public access Internet computers
    _____ service to individuals with no permanent residence
    _____ service to residential institutions, including nursing homes & jails (for example: programs, deposit collections)
    _____ others (list) _____

48.   The library makes reasonable accommodations in order to provide access to its collections and services to persons with disabilities, and meets relevant requirements of the Americans with Disabilities Act (www.access-board.gov). To meet this standard at least four items must be checked:

    _____ accessible meeting rooms
    _____ Braille materials
    _____ enhanced computer display for visually impaired
    _____ hearing augmentation system in meeting room
    _____ home delivery of materials
    _____ interpreters for the hearing impaired
    _____ Large Print materials
    _____ minimum space between shelving stacks of 36"
    _____ story times and programs in accessible meeting rooms or outside the library
    _____ others (list) _____

49.   The library identifies other community agencies which are serving special populations and works with these agencies in planning and implementing service to special populations. (See Appendix B.)

Part IV. Programming

Educational, recreational, informational and cultural programs sponsored by the library or in conjunction with other community organizations should be offered to help attract new users to the library, to increase awareness and use of resources and services provided by the library, and to provide a neutral public forum for the debate of issues. Although such programming is commonly held in the library, outreach efforts may necessitate that some programs be held off-site.

50.   The library provides programs free of charge for children, young adults, and adults or cooperates with other libraries or agencies to provide the programs. In planning and evaluating these programs, the library considers the following factors:

- the library's mission and goals
- local interest
- population's level of education
- availability of programming through the community's other social, cultural and recreational organizations
- population mix

51.   *(R,1) The library provides a summer reading program for children they serve, or cooperates with other libraries or agencies to provide the program. A library that participates in the State Library's Summer Library Program meets this measure. Children are defined as persons 14 years of age or younger.

Report number of children who participate in the Summer Library Program _____

52.   The library offers outreach services to day care centers and other entities in which groups of preschool children gather. Daycares may include commercial or in-home preschools and/or Headstart. Outreach service includes collections and programming.

Report the number of entities served by pre-school outreach services _____

Chapter 5: Public and Community Relations

Library public relations is a coordinated effort to communicate a positive image of the library and promote the availability of the library's materials, services, and programs. A public library should integrate an active public relations program into its plan. Public relations should be a planned, continuous effort by the library to carry on positive communications with its various audiences. The library board and director should evaluate all policies and procedures in terms of their effect on the public and on the library's public relations.

53. To inform its community about the collections and services available, the library board and director initiate, fund and evaluate public relations activities. The library designates a staff member to coordinate public relations activities.

54. *(R,2) The library promotes its collections and services by using at least four approaches to publicity. Those listed below are generally accepted as effective. To meet this standard at least four items must be checked.

     _____ annual reports attractively packaged and made available to the public
     _____ attractive and frequently changed exhibits, displays, and bulletin boards
     _____ newspaper articles, columns, or ads
     _____ presentations to community groups and organizations (builds relationships)
     _____ posters, flyers, brochures, and bookmarks advertising library services
     _____ staff and board involvement in community organizations and activities
     _____ TV and/or radio exposure
     _____ visually appealing printed materials, graphics, and signage inside and outside of the library.
     _____ Awalk-throughs@ in the library to assess the image it projects
     _____ web site
     _____ Others (list) _____

55. The library develops good community relations by regularly communicating with elected officials, business leaders and civic organizations.

Chapter 6: Access and Facilities

Part I. Access to Information and Materials

The public library is responsible for providing and coordinating access to knowledge, information, and diversity of ideas for its service population. "Access" refers not only to a library's location and to the number of hours it is open, but also to the efforts made by the library to extend its services into the broader community. It encompasses bibliographic access to the library's collections, and through technology, access to collections of other libraries.

56.   *(R,2) The library board adopts policies consistent with principles of intellectual freedom and the right of privacy as found in such documents as the U.S. Constitution, the Code of Iowa, and the ILA Intellectual Freedom Manual.

57.   All the library's services are available to all individuals when the library is open.

58.   The library provides equipment in the library for using audiovisual materials the library offers.

59.   *(R,1) Library hours are fixed, posted, and include morning, afternoon, evening, and weekend hours based on users' and potential users' available time. The library must be open until at least 6:00 p.m. or later one day a week to satisfy this measure. This measure is based on a typical week, one in which the library is open regular hours and there are no holidays. A typical week does not include summer hours.

60.   *(R,2) Minimum days and hours of service are as follows, with consideration always given to weekend and evening hours. This measure is based on a typical week, one in which the library is open regular hours and there are no holidays. A typical week does not include summer hours. Level C is required to meet this measure.

Population	Level A/ Not less than	Level B/Not less than	Level C/Not less than
Under 500	5 days/24 hrs.	5 days/22 hrs.	4 days/20hrs.
500-999	5 days/24 hrs.	5 days/22 hrs.	4 days/20 hrs.
1,000-2,499	6 days/35 hrs.	6 days/24 hrs.	5 days/20 hrs.
2,500-4,999	6 days/46 hrs.	6 days/35 hrs.	5 days/29 hrs.
5,000-9,999	7 days/ 55 hrs.	6 days/46 hrs.	5 days/41 hrs.
10,000-24,999	7 days/59 hrs.	6 days/55 hrs.	6 days/51 hrs.
25,000-49,999	7 days/65 hrs.	6 days/61 hrs.	6 days/57 hrs.
50,000 and above	7 days/68 hrs.	6 days/65 hrs.	6 days/61 hrs.

Note: The Task Force used information from the 2003 Public Library Statistics concerning the 25th and 50th percentiles of libraries in each size code. Where applicable, the 25th and 50th percentile of the next lowest Size Code was used to determine the C and B level of a quantitative standard, providing for a more realistic level for libraries that are just above the Size Code starting population. In general, the A level of each Size Code is the 50th percentile of that Size Code, which means that half of the libraries in that Size Code are above the A level standard.

61.   *(R,1) The library has a telephone with the number listed in the local phone book.

62. The library provides directional signs and instructions for the use of collections, the library **catalog**, and other library services. (See Appendix E.)

63. *(R,1) The library has a **catalog** of its holdings located in an area easily accessible to users, staff, and materials.

Part II. The Physical Facility

The facility housing the library's services also has a direct effect on access. The public library building should offer the community a compelling invitation to enter, read, listen and learn. A model library building is flexible enough to respond to changing use and service patterns. The building should accommodate collections growing in scope and variety of format. The building should also be designed for user efficiency to encourage extensive public use, and for staff efficiency to encourage economy, since staff costs are the major expense in library operations.

64. At least every five years, the library director, with input from the staff, completes and shares with the board a written space needs assessment based on the following: current space requirements; community study findings; changes in access points, services, size of collection, types of materials, and staffing levels mandated by the library's plan; and space requirements resulting from implementation of the standards in this document. (See Appendix C.)

65. *(R,3) The library building must meet the state definition of **accessibility**.

ACCESSIBILITY: (Accessible Route) The Iowa State Building Code, 16.701(1), defines accessible route as "a continuous unobstructed path connecting all elements and spaces in a building or facility that can be negotiated by a severely disabled person using a wheelchair and that is also safe for and usable by people with other disabilities. Interior accessible routes may include corridors, floors, ramps, elevators, lifts, and clear floor space at fixtures. Exterior accessible routes may include parking access aisles, curb ramps, walks, ramps, and lifts."

In practical terms, a customer in a wheelchair must be able to get from a parked car to the sidewalk, from the sidewalk to the building, and must be able to open the door easily. Once inside the building, the customer must have access to all public areas, including the restrooms. The restroom must accommodate a wheelchair, must have a grab bar, must have clearance under the sink, and must have proper insulation around plumbing fixtures under the sink. Questions about specific measurements should be addressed to the State Fire Marshall's office in the Iowa Department of Public Safety, phone number 515-281-5132.

66. Adequate and convenient parking is available to the library's customers on or adjacent to the library's site. One parking space is available for every 500 square feet of building.

67. Handicapped parking to meet ADA requirements is available to the library's customers and staff on or adjacent to the library's site according to the following chart.

Total Parking	Required Minimum Number of Handicapped Accessible Spaces (ADA Accessibility Guidelines)
1 to 25	1
26 to 50	2

51 to 75	3
76 to 100	4
101 to 150	5
151 to 200	6
201 to 300	7
301 to 400	8
401 to 500	9
501 to 1000	2 percent of total
1001 and over	20 plus 1 for each 100 over 1000

68.   The outside of the building is well lighted and identified with highly visible signs. The signs include service hours.

69.   The library has proper temperature and humidity control throughout the year for the comfort of the public and staff, and for protection of library materials.

70.   The library has public meeting space available for its programming and for use by other community groups.

71.   *(R,2) The library has allocated space for child and family use, with all materials readily available, and provides furniture designed for children's use.

72.   *(R,1). A book return, preferably fire retardant, available at all times, is provided at the library.

73.   The library provides adequate public seating. (See Appendix C, Space Needs Worksheet).

        Report number of seats _____

74.   Adequate space is provided for the staff to work in a non-public area. (See Appendix C, Space Needs Worksheet)

        Report square feet of work area_____

75.   The library has policies and/or procedures to ensure a safe and secure environment for library staff and the public, which should include; emergencies, disasters, emergency evacuation, severe weather, customer conduct and staff safety.

A library must have policies on Library Operations, Collection Development, Personnel and Internet Use. Other policies may be adopted as deemed appropriate. All policies must be in written form, adopted by the library board, available to the public, and regularly reviewed. The Library Service Areas can assist in locating sample policies. Suggested items for required policy areas are listed below. See the current Iowa Library Director's Handbook for additional policy manual recommendations.

1. LIBRARY OPERATIONS
   Circulation Services
   - borrowers' responsibilities
   - borrower eligibility
   - equipment use
   - fines and fees
   - Open Access
   - registration
   - confidentiality of records
   - loan periods
   - lost/damaged materials
   - renewals and reserves

   Interlibrary Loan Services
   - participation in state/national networks
   - protocols/procedures
   - fees
   - Access Plus

   Reference Services
   - homework assignments
   - in-person vs. telephone questions
   - online searches
   - reference interviews
   - e-mail reference
   - reference back-up service

   Services and Programs
   - hours and services
   - holiday closings and weather closings
   - programs for youth and adults
   - meeting room/ICN room use
   - bulletin board and display areas
   - State Library and Library Service Area programs
   - in-house audiovisual use
   - art collections
   - circulating equipment
   - public access computers

2. COLLECTION DEVELOPMENT
- community/clientele descriptions
- evaluation of collection
- purpose of collection
- selection criteria/procedures, purchasing, staff responsibilities
- statements concerning intellectual freedom (for example, Freedom to Read, Freedom to View, Library Bill of Rights, etc.)
- withdrawal of materials
- cataloging, maintenance
- gifts and donations including requests for appraisals; disposal of unwanted donations

3. PERSONNEL

Personnel Procedures
- vacancies
- recruitment
- appointment
- staff on-the-job conduct
- staff dress code
- staff development/training
- performance evaluation
- disciplinary procedures
- promotions/demotions
- grievance procedure
- personnel records
- resignation and dismissals
- retirement

Salaries And Position Classifications
- job descriptions
- salary schedules/information
- organization chart

Benefits
- insurance
- retirement plan
- worker's compensation
- travel expenses
- vacations/leaves

4. INTERNET USE
- time, place, and manner restrictions
- prohibit any use of library equipment to access material that is obscene, child pornography, or "harmful to minors" (consistent with any applicable state or local law)
- privacy of users with respect to public terminals
- confidentiality of records, electronic or otherwise

5. OTHER
- customer service
- public relations
- unattended children
- conduct in the library
- internal relations
- friends groups, volunteers
- library foundation
- Iowa Library Association, American Library Association
- external relations
- library and funding bodies (city, county, contracting cities)
- Library Service Area services
- State Library programs
- emergencies
- disasters
- emergency evacuation
- severe weather
- staff safety

See the current Iowa Library Director's Handbook for additional policy manual recommendations

Appendix B
Community Analysis

Sources for the following information and/or methods of collecting data may include any of the methods listed in Appendix B, section 4. Information gathered about the community should include local demographics and a majority of additional components outlined in section 2 and section 3. Although a community survey is not required, if a survey is conducted, it should be designed and tested after the community data has been gathered and analyzed. The results of the survey must be included with applications for accreditation. There must also be a narrative description of identified needs of the community and the library based on the data gathered during the community analysis. See the Library Service Area web site for Community Scan recommendations.

1. The term Community Analysis refers to the process of collecting information about the library and its community. Information collected in a community analysis is used to:
    - identify factors in the library's environment that may affect the provision of services
    - reveal community needs for library services
    - demonstrate to community decision makers the library's understanding of its services and its community
    - suggest possible library service responses, goals, and objectives

2. Information gathered about the community includes, but is not limited to:
    - age, sex, ethnic, and educational characteristics
    - birth, death, and unemployment rates
    - mix of business, agricultural, industrial, and service sectors
    - economic cycles
    - institutions, clubs, societies, religious groups, traditions, and history
    - agencies, libraries, schools, newspapers, magazines, bookstores, radio and television stations

3. Information gathered about the library includes, but is not limited to:
    - the building (its age, condition, traffic patterns, signage, appearance, location, accessibility, parking, space needs)
    - the collection (breadth and depth of holdings, available formats, use patterns, condition, customer requests)
    - staff (educational levels, salary and benefit comparisons with other libraries or departments, length of service, job satisfaction, workload, opportunities for training or continuing education)
    - management (efficiency and effectiveness of departments, administrative procedures, communication, and networking)
    - budget allocation (adequacy, comparison with other libraries, analysis of allocating by service or budget category)

4. Sources for the above information and/or methods of collecting the data include the following:
    - census materials, State Data Center
    - government documents
    - other published statistical information
    - local reports/surveys by other agencies
    - **surveys** (See Appendix E.)
    - **focus groups** (See Appendix E.)
    - Work Form G or other documentation from Planning for Results (community scan)
    - Community Analysis narrative from Public Library Management classes

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Library_____

Person completing form_____ Date _____

Space Needs Worksheet

Design population

a. Current population of the jurisdiction: _____

b. Projected population of the jurisdiction: _____

c. Estimate of nonresident service population _____

d. Design population (b+c)   _____

Step 1: Collection space

a. Books   _____ volumes ÷ 10   _____sq.ft.

b. Periodical (display)   _____ titles ÷ 1   _____sq.ft.

c. Periodical (back issues) _____ titles x 0.50 x _____ yrs retained _____sq.ft.

d. Nonprint   _____ items ÷ 10   _____sq.ft.

e. Digital resources   _____ terminals x 50   _____sq.ft.

f. Total (a+b+c+d+e)   _____sq.ft.

Step 2: Reader seating space

Number of seats for projected population <u>under 10,000</u>:
        7-10 seats/ each 1,000 people_____
Number of seats for projected population <u>over 10,000</u>:
        5 seats/ each 1,000 people..._____ seats

a. _____ seats x 30   _____sq.ft.

Step 3: Staff work space

a. _____ stations x 125 (list specific work stations on reverse) _____sq.ft.

Step 4: Meeting room space

a. General meeting space _____ seats x 10 (plus 100 sq.ft. for speaker) _____sq.ft.

b. Conference room space _____ seats x 25   _____sq.ft.

c. Storytime space   _____ seats x 10 (plus 50 sq.ft. for speaker) _____sq.ft.

d. Total (a+b+c)   _____sq.ft.

Step 5: Special use space

a. Collection space (from 1.f)   _____sq.ft.

b. Reader seating space (from 2.a)   _____sq.ft.

c. Staff work space (from 3.a)   _____sq.ft.

d. Meeting room space (from 4.d)   _____sq.ft.

SUBTOTAL 1 (5a-d)   _____sq.ft.

e. Divide Subtotal 1 by 6 (for a minimum allocation), by 5 (for a moderate allocation), _____sq.ft.
or by 4 (for an optimum allocation)

Step 6: Nonassignable space

a. Subtotal 1   _____sq.ft.

b. Special use space (from 5.e)   _____sq.ft.

SUBTOTAL 2 (6a+6b)   _____sq.ft.

c. Divide Subtotal 2 by 4 (for a minimum allocatio n, or by 3   _____sq.ft.
(for an optimum allocation)

Step 7: Putting it all together

a. Collection space (from 1.f)   _____sq.ft.

b. Reader seating space (from 2.a)   _____sq.ft.

c. Staff work space (from 3.a)   _____sq.ft.

d. Meeting room space (from 4.d)   _____sq.ft.

e. Special use space (from 5.e)   _____sq.ft.

f. Nonassignable space (from 6.c)   _____sq.ft.

g. GROSS AREA NEEDED (a+b+c+d+e+f)   _____sq.ft.

From Public Library Space Needs: A Planning Outline / 1998 Wisconsin State Library

Appendix D
State Library of Iowa Certification

Level I	High school diploma or General Educational Development (GED); and completion of Public Library Management I and II.
Level II	High school diploma or GED; five years of library work experience or 30 semester hours of college credit from an accredited college or university; and completion of Public Library Management I and II.
Level III	High school diploma or GED; 10 years of library work experience or 60 semester hours of college credit from an accredited college or university; and completion of Public Library Management I and II.
Level IV	Bachelor=s degree from an accredited college or university; and completion of Public Library Management I and II.
Level V	Bachelor=s degree from an accredited college or university and college course work in each of the four following areas: 1) library administration; 2) selection of all types of library materials; 3) organization of library materials; 4) reference and information services.
Level VI	Graduate degree in library and information science from an accredited university.

REQUIRED CERTIFICATION LEVELS FOR
LIBRARY DIRECTORS BY SIZE OF COMMUNITY

Population	Certification Levels
0 - 2,499	I, II, III, IV, V, VI
2,500 - 4,999	II, III, IV, V, VI
5,000 - 19,999	IV, V, VI
20,000 and above	VI

ACCESSIBILITY: (Accessible Route) The Iowa State Building Code, 16.701(1), defines accessible route as "a continuous unobstructed path connecting all elements and spaces in a building or facility that can be negotiated by a severely disabled person using a wheelchair and that is also safe for and usable by people with other disabilities. Interior accessible routes may include corridors, floors, ramps, elevators, lifts, and clear floor space at fixtures. Exterior accessible routes may include parking access aisles, curb ramps, walks, ramps, and lifts."

In practical terms, a customer in a wheelchair must be able to get from a parked car to the sidewalk, from the sidewalk to the building, and must be able to open the door easily. Once inside the building, the customer must have access to all public areas, including the restrooms. The restroom must accommodate a wheelchair, must have a grab bar, must have clearance under the sink, and must have proper insulation around plumbing fixtures under the sink. Questions about specific measurements should be addressed to the State Fire Marshall's office in the Iowa Department of Public Safety, phone number 515-281-5132.

ARCHITECTURAL BARRIERS: Those elements of a site, building, or facility that prevent ease of use for all persons. Such architectural barriers include, but are not limited to: stairs, revolving doors, narrow doorways, narrow rest rooms, high placement of fixtures (for example, light switches, sinks, etc.), high placement of public telephones and drinking fountains, abnormal grading levels, and distant parking.

CATALOG: A catalog is a listing of the library's holdings. Catalogs may take many forms, including book, card, and computer catalogs.

CIRCULATION: The total annual circulation of all library materials of all types, including renewals. Note: Count all materials in all formats that are charged out for use outside the library. Count interlibrary loan transactions only for items borrowed and checked out to customers. Do not include items checked out to another library. (**Do not use circulation multipliers. For example, if a film is checked out and shown to 30 people, count 1 circulation, not 30. Do not report "automatic renewals" as circulation.) Items which are packaged together as a unit (e.g., 10 audio tapes, 3 video tapes, 4 compact disks) and are generally checked out as a unit, should be counted as one physical unit.** Report annual totals.

DISABLED: The Iowa State Building Code, 16.701(B), defines disabled persons as "those with significant limitations in using specific parts of the environment."

FOCUS GROUPS: Focus groups usually consist of 8-12 people with common characteristics who agree to participate in a structured but informal discussion of issues related to products or services of the sponsoring organization.

FREE ACCESS: In a library which allows free access, no fees are assessed for services (interlibrary loan, reserves, online searches, etc.) or for any equipment or materials that are part of the circulating collection (videos, art prints, AV equipment, etc.). A library that charges for meeting room use, book rentals, video/DVD rentals or AV equipment does not meet this measure.

A library with free access may charge for any products meant for customer consumption (i.e., items that customers pay for and keep) such as photocopies, printouts, and computer supplies. Fines, penalties and interlibrary loan postage reimbursement charges (as outlined in Access Plus) are not considered fees.

FULL-TIME EQUIVALENT (FTE) EMPLOYEES. Report figures as of the last day of the fiscal year. To ensure comparable data, 40 hours per week has been set as the measure of full-time employment. To compute full-time equivalents (FTE) of employees, take the number of hours worked per week by all employees and divide it by 40.

GOALS: A goal sets a broad direction or establishes a broad purpose for the library to achieve. A goal is not measurable and does not fall within a fixed time frame (for example, to improve library service to the elderly).
HOLDINGS: Holdings are the cataloged and uncataloged items in the library's collection.

JURISDICTION POPULATION: The number of people residing within the geographical area for which a public library has been established. For the purposes of this document, do not consider the library's larger service area, which could include rural areas, other cities, and other counties.

MISSION STATEMENT: A mission statement is a concise expression of the library's purpose. It builds on, but is not limited to, the roles chosen by the library.

OBJECTIVE: An objective is a measurable result to be achieved in a specific time period (for example, increase the circulation of large print books by 25% by December 31, 2005).

PERCENTILE RANK: A percentile rank is the proportion of scores in a distribution that a specific score is greater than or equal to. For instance, if you received a score of 80 on a math test and this score was greater than or equal to the scores of 75% of the students taking the test, then your percentile rank would be 75. You would be in the 75th percentile.

PERIODICAL: For the purpose of In Service to Iowa, a periodical includes journals, magazines, and newspapers. Serial items such as directories, year books, and indexes are books rather than periodicals.

PLAN: A document that projects up to 5 years into the future and outlines the library's goals and objectives for maintaining and developing collections and services to meet the community's needs. Development of such a plan usually involves the staff, the trustees, and the general public. The plan outlines goals regarding such areas as administrative and fiscal matters, personnel, collection development, programs and services, public relations, and facilities. The plan responds to identified community needs. See the current Iowa Library Director's Handbook for information on Planning for Results.

REFERENCE TRANSACTION: A reference transaction is an information contact which involves the knowledge, use, recommendations, interpretation or instruction in the use of one or more information sources by a member of the library staff. The term includes information and referral service and reader's advisory services. Information sources include printed and non-printed materials, Internet, FirstSearch, machine-readable databases, catalogs and other holdings, records, and through communication or referral, other libraries and institutions and persons both inside and outside the library. The request may come in person, by phone, by fax, mail, or by electronic mail from an adult, a young adult, or a child.

Do not count directional transactions or questions of rules or policies. Examples of directional transactions are "Where are the children's books?" and "I'm looking for a book with call number 612.3." An example of a question of rules or policies is "Are you open until 9:00 tonight?"

SERVICE POPULATION: All people eligible to use the library.

SURVEY: Library surveys obtain information directly from individuals such as library users, staff, and citizens. Surveys allow input from a varied cross-section of community members--both users and potential users. Surveys may be done in person, by telephone, by mail, or with a variety of drop-off and pick-up methods. Surveys are flexible, adaptable, and efficient, but require careful design, pre-testing, administration, and interpretation. Citizen surveys are most effectively conducted by telephone or by mail, and samples of questions to include or survey designs may be obtained from the Library Service Areas.

USERS OF ELECTRONIC RESOURCES: Count the number of customers using electronic resources in the library in a typical week. Electronic resources include, but are not limited to, Internet (WWW, e-mail, telnet, other), online indexes, CD-ROM reference sources, and the online catalog. Do not include staff use of the resources. Note: The number of users may be counted electronically using software, or manually, using registration logs or an Electronic Usage Survey. Count each customer that uses the electronic resources, regardless of the amount of time spent on the computer. A customer who uses the library's electronic resources three times in a week would count as three customers. For confidentiality purposes, it is recommended that after recording the needed statistics, logs be discarded each day.