

Wisconsin Public Library Standards

Fifth Edition

Developed by
Public Library Development Team



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Introduction

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The 2010 edition of the *Wisconsin Public Library Standards* revises and updates the work of the many people who developed earlier editions of the *Standards*. We reviewed the previous edition of the *Standards*, noted the increased levels of library compliance with the earlier standards, and compiled information on changes in library statistical information in Wisconsin libraries since the last edition was produced.

The *Wisconsin Public Library Standards* document has evolved gradually over the years. Many of the standards in this document are unchanged from the earlier editions. However, since the public library environment has changed significantly, this edition updates quite a number of the technology-related standards.

The development of this document was guided by the belief that Wisconsin's public libraries play a critical role in providing free access to knowledge, information, and diversity of ideas to all residents of the state. It is because of the critical importance of public libraries that these standards are established. All Wisconsin residents need and deserve at least a basic level of library service. These standards provide a way to measure a *basic* level of quality for public library service and also provide a pathway to *excellence* in library service.

Thanks to advances in technology and the cooperation of all types of libraries, and statewide access to resources such as BadgerLink, even the smallest library can offer access to an impressive array of digital and traditional information resources. But while this new environment presents great opportunities, it also presents significant challenges. Today's library staff must master not only the skills and knowledge necessary to provide traditional library services, but also the new and constantly changing skills and knowledge required to utilize the latest in information technologies. Our library customers have come to expect rapid access to a broad range of services, from high-speed Internet to electronic books to comfortable settings and displays of inviting materials. Challenges also face the trustees and other government officials responsible for securing the funding and other resources necessary to provide library service that meets current needs and expectations.

This edition of the *Standards* reflects these changes and challenges. Some have been adjusted to reflect new and increased demands. Others reflect changes in public expectations for services.

Of course, planning must be done in context, considering current use, local and regional situations and projections, as well the availability and deployment of technology. Quality service to the *entire* community is a public library's basic responsibility. Every community includes children, young adults, and adults; and each of these groups has needs that must be considered when developing local library service.

Service to Children

Public libraries promote the development of pre-reading and reading skills. Children who develop reading skills at an early age gain an essential tool for succeeding in school as well as for learning throughout life. Libraries must have staff, services, resources, and facilities that promote reading and learning for children. Libraries also need resources and services that support parents and other adults who work with children.

Service to Young Adults

Special efforts also are needed to serve young adults properly—those who are no longer children but not yet fully adult. Young adults have interests and abilities that require unique resources and services. Special resources, targeted services, and a welcoming atmosphere are required to serve this population adequately.

Service to Adults

Adults have a wide range of interests and needs, and the library's resources and services must be varied to meet those needs adequately. Today's rapidly changing society and economy make lifelong learning a necessity for most adults. Libraries must provide resources and services that support the needs of adults covering a wide range of issues—from the practical to the philosophical.

This *Standards* document attempts to cover the services, resources, and other requirements for basic library service that should be available to *all* residents of the state, including those who face physical, developmental, or other barriers to their use of public libraries. Wisconsin's public library standards are entirely voluntary, but every library is encouraged to strive to offer all local residents the highest level of service possible. It is hoped that this document will assist in the continued development of high quality library service throughout Wisconsin.

As in previous editions of the *Wisconsin Public Library Standards*, the new edition establishes certain quantitative standards for public libraries based on both the municipal and the service population of the library. Service populations in this edition are more accurate because they have been calculated based on each library's actual usage by county residents who do not live in a library municipality.

As in the last edition, quantitative standards are established at four levels of effort: basic, moderate, enhanced, and excellent. Local libraries can establish service targets by selecting the appropriate level of effort to apply to each standard, or use the levels to plan for progressive improvements over a period of time.

Imperatives for Planning

2

A business plan is essential for a successful enterprise. It allows a business to secure funding, target marketing, establish present and future activities, and gauge its success. The same is true for libraries. For the past generation or more, public libraries have been encouraged to plan for future service needs. The Public Library Association (PLA) and the American Library Association (ALA) have developed a succession of manuals and tools to help libraries assess the needs of their communities and chart a course for future development. Since the 1980s, Wisconsin's public library standards have recommended services, resources, and settings that should be available at local libraries across the state. The recommendations in the standards are not meant to stand by themselves; however, they are meant to complement a local planning effort crafted to identify service goals that will allow the library to respond to the unique needs of its community.

Planning for libraries is a process of perceiving the future of both the community and the library and setting a direction for library movement toward that future vision. Planning helps the staff and board understand the situation of their community, set priorities, and establish methods for achieving those priorities. The planning document provides a record of the decisions made during that process. The document also becomes a guide for decision making and action by staff and the board.

An effective analogy for this planning process is the planning of a vacation trip. When planning a trip, travelers know where they are starting from and where they would like to go. The itinerary can be determined—what will be seen, how to travel, when each activity will occur. At the end of the vacation, the travelers can answer the question, “Where did you go?” because a clear destination was specified. Further, if the destination is not reached, they can look back and determine where they diverged from the original itinerary. While this analogy may be an oversimplification, the key elements of planning are present: to determine the library's destination in the future, to decide what the library will do to get there, and to assess how well the library progressed toward that view of the future.

The PLA Model

The Public Library Association has produced several publications emphasizing the necessity of local planning for effective library service.

Since the publication of *A Planning Process* in 1977, several revisions have been issued—*Planning and Role Setting for Public Libraries: A Manual of Options and Procedures* (McClure et al., 1987), *Planning for Results: A Public Library Transformation Process* (Himmel et al., 1998), and *The New Planning for Results: A Streamlined Approach* (Nelson, 2001). Each revision introduced new aspects to the recommended planning model. In 2008, PLA released *Strategic Planning for Results* (Nelson, 2008).

Planning is not a one-time activity but rather an ongoing process of measurement, review, and adjustment.

Planning and Role Setting introduced the notion of role selection for the public library, defining eight representative role profiles that could be used by planners to describe the essential priorities of the library and guide the allocation of budget, staffing, and energies.

Planning for Results, among other changes, introduced the idea of “visioning”—a concise expression of what is envisioned for the community or how the community will benefit from having a successful library. Previous planning models had been institution-centered, and this new step in the process seeks to create a stronger connection between the library and its community. *Planning for Results* also recast the eight role profiles from the previous planning model into thirteen representative service responses. This change incorporated libraries’ experience using the original roles and reflected the growing application of technology in the library environment.

In *The New Planning for Results*, Nelson presents a series of steps to prepare and implement the planning process. The process is shorter in the number of steps involved and in the time required to complete the process (approximately five months instead of nine). Her steps include approaches to prepare, imagine, design, build, communicate, and implement the plan, with guidelines for considering the various service approaches.

Strategic Planning for Results emphasizes a more resilient planning process, resulting in a plan of only four to five years but with specific final objectives, annual reviews, and a resumption of the planning process incorporated into year four or five.

Wisconsin’s standards emerge within this national context. The standards expressed in this document recommend a basic level of library service in many areas. However, Wisconsin libraries can benefit even further by applying the planning methods and strategies derived from the PLA models. A local plan for library service offers the best means for evaluating a library’s progress to date and setting targets for its future development. A written plan also provides benchmarks for evaluating the accomplishments of the library. Planning for library services at the local level has become a standard for excellence in public libraries.

The Planning Sequence

Planning requires an ongoing, critical look at the current status of library service compared to what it should be in the future. It is a cyclical process of assessment, forecasting, goal-setting, implementation, and evaluation, leading back into a new phase of assessment, and so on. It is also a pragmatic activity that can be undertaken in a thorough fashion or in a more simplified, compressed manner if limited resources or schedule impose constraints on the planning process. There are many approaches a library can take to planning; many strategies a library can apply. The main factor is the importance to create and follow a plan.

Planning, however, sometimes seems to be something more discussed than done. To many it remains an intensive, exhaustive, sometimes mysterious process, something foreign to the library’s day-to-day activities. But it need not be so intimidating—virtually every library plans at some level. Preparing each year’s budget involves some level of planning and forecasting. Presenting that

budget to the council is one way of expressing where the library expects to go and what it plans to accomplish over the next year. The activities involved in budget preparation can be incorporated into a larger planning process. A wider field of vision creates a deeper understanding of the community and the library, and that deeper understanding supports the efforts of board members, staff, and other library advocates as they seek to improve the quality of library service in the community.

Typically, any planning model asks four simple questions. PLA's planning models offer variations on these key questions. Still other planning models can be found, produced by other agencies, associations, and experts, which offer still more variations on these same questions. Most planning methodologies ask:

- Where are we?
- Where do we want to go?
- How do we get there?
- Are we getting there?

Where are we?

This initial question involves assessment of the current condition of the library. This is the data-gathering phase of a planning methodology. PLA's original planning process devoted a lot of time and energy to data gathering in an effort to create a clear and thorough understanding of the community and the library. In *Planning and Role Setting*, this step came to be called "looking around," a much less imposing task that suggested a range of activities to assemble information about the library and its community.

In this initial phase of a planning process, planners establish benchmarks to use in designating and attaining planned goals. Information is gathered about the community—census data, economic reports from the community planner or chamber of commerce, forecasts from a regional planning office, or projections from the school district. Information is gathered about the library—annual report data, user or community surveys, circulation system usage reports, and corresponding data from neighboring or peer libraries. Planners may examine larger societal trends that might have an impact on the services the library needs to provide. Finally, public input in the form of surveys or focus groups can be included. Planning committees often include stakeholders from designated constituencies in the community.

Planners also may utilize a technique often used in strategic planning efforts—listing and discussing Strengths, Weaknesses, Opportunities, and Threats in the library's internal and external environment (sometimes referred to as a SWOT analysis). After this analysis, planners can identify the crucial strategic issues for the library. Planners need to address these crucial issues when they develop library goals and objectives.

These standards constitute one tool that planners may apply in this phase of a planning process. By examining these checklists, planners can produce a snapshot of the current condition of the library and possible areas of needed improvement.

Where do we want to go?

The second question involves forecasts and projections. The participants in the library's planning process define a planning horizon—two years, three years, five—and express in broad terms how the library should develop over that period. This phase corresponds to the steps in the PLA planning model that formulate a community vision and mission statement, identify the most suitable roles or service responses, and set goals for the library. Working from the baseline information assembled during the data gathering phase and public input, planners set the overall desired course for the library.

Again, the standards can be used as one tool to chart a course for the library as part of its larger planning process. A review of this document may highlight areas where the library does not meet the recommended standard, and that may become an area to address in the library's plan.

How do we get there?

In response to this third question, planners craft an action plan. After visioning, selecting roles or service responses, and writing the mission statement, a library planning group sets service priorities. These are translated into written goals and objectives that describe the ends or targets desired by the library and indicate a direction in which the library should move. The library's objectives will be measurable or verifiable and are time-specific. They provide the basis for evaluating the library's progress. To aid libraries in setting measurable targets, *Output Measures for Public Libraries* (Van House et al., 1987) presents key measures of library service. *Measuring for Results: the Dimensions of Public Library Effectiveness* (Joseph R. Matthews, 2004) emphasizes approaches in assessing the library's outcomes—the economic and social impact or benefit that the library's services provide to the community.

Implementing the plan developed by the library's planning committee requires designing activities and detailing the strategies to carry them out. Writing the planning document is one visible result of the planning process. Dissemination of the library's plan includes presentations to public officials and at promotional activities. The plan becomes useful information in the political process of garnering resources to carry out the library's plan.

Are we getting there?

Reviewing and recycling complete the planning cycle. Once it is adopted, the plan becomes a benchmark, a means of assessing whether the library is on course. Planners routinely and continually evaluate the degree to which the plan's activities have advanced the library's priorities, as expressed in its written objectives. This evaluation effort occurs in two ways. The first is a monitoring process, which goes on throughout the year to assure that the library is not unintentionally straying from the established priorities. Second, a more formal evaluation occurs

at least annually to answer the question, “What progress was made by the library?” In each service and administrative area, the key question is, “What difference did the library make?” This evaluation step ultimately begins to answer the question, “Did community residents receive better service?”

Any evaluation also includes assessing the process used in developing the plan (including the costs), the impact of the planning process on service and staff, and the community’s response to the plan. Questions raised may include, “Was the plan useful?” and, “Were the resources chosen appropriate?” This step allows the library to think about how it all worked. Revising the plan and the process in order to improve services is the end result of this step.

Local Choice and Planning

There is no one, single, best way to plan. Differences in communities and libraries will—and should—be reflected in the process, the strategies, and the techniques used by different libraries, as well as in the final planning documents developed by different libraries. As the PLA planning model has evolved over the years, this flexibility of approach has become one of the hallmarks of the planning process.

In some communities it will be appropriate to undertake a thorough, rigorous process. The process may involve a large citizens’ committee. The committee may undertake several surveys to gather information about the community. The committee may also conduct numerous interviews with representatives of various groups within the community. As a result of assembling this information, the committee may recommend a major revision to the library’s mission statement and a long list of goals and objectives, all of which may be presented in a comprehensive report to the council and the community.

In other communities a more modest approach may be suitable. In such a community the library board and staff may determine there isn’t the time, budget, or staffing to support a more elaborate process, or perhaps the library’s previous plan emerged from a more exhaustive effort and the new plan is expected to be more of a course correction than a wholesale revision. In this instance, the planning committee might consist of board and staff only. Data gathering may be limited to existing data and reports readily at hand. The planning report may be a much simpler document.

An important key to planning for libraries is that an individual library can set its own pace for the process. The process incorporates this flexibility with the hope that all public libraries can plan for improved library services that are appropriate for the communities they serve. No library is too small to plan, because each community deserves the good service that results from effective planning.

Determining who should facilitate the process is another consideration. On the one hand, a local community leader garners respect and can encourage the involvement of other key members of the community. The downside is that such people may have set opinions about the community or library that can impinge on their effectiveness. They also may not have the necessary skills to coordinate and carry out the planning process. Professional facilitators or consultants have

Periodically seeking additional input helps to ensure that the library considers the community’s needs in its planning.

Any planning process should involve both the library board and staff.

advantages in that they have necessary training skills and experience to conduct the process, they generally are more neutral in their approach, and they can bring out important information from the group. On the other hand, they generally charge fees for their services and may not be aware of public library and community issues. Each library should consider the various factors to determine the appropriate person to facilitate the planning process.

The final written planning document is not the only product of the planning process. It is the process itself that also changes the library. Involving community residents and library staff in the planning effort helps to assure that the established goals are achievable and will be carried out. Lines of communication opened during the process can remain effective channels of communication for future community-based planning. Broad community participation in the library's planning effort tends to foster broad support for the library's goals and the continuing improvement of library service.

How to Use These Standards

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A locally developed long-range plan for the library is the key to effective library service. A local planning effort can account for circumstances unique to the municipality or service area that cannot be anticipated from a statewide or a national perspective. The planning process described in the previous chapter and in other planning guides is a continuous process of assessment, review, and revision, “a series of approximations to a moving target.” (Robbins-Carter and Zweizig, 1985) These standards are meant to guide local libraries in Wisconsin to their own fruitful, locally focused planning efforts.

The standards offer a starting point that library boards and library directors can use to direct local long-range planning efforts. Specific standards are recommended in the areas of governance and administration (including planning, funding, and public relations); staffing; collections and resources; services; and access and facilities. By meeting these standards, a library establishes a baseline from which it can strive for excellence. A community considering the establishment of a new public library should assess its ability to meet these standards. If a library or a community cannot meet these standards, board and staff members should explore alternate means for delivering library service.

Levels of Use

At the most basic level, a library can focus its attention on the checklists provided in chapters 4 through 8, noting whether or not it meets the recommended minimums. Each standard is presented as a simple statement; either a library meets the recommendation or it does not. The checklists are formatted to encourage a library to copy and use them separately. It is expected that every library should strive to meet, at a minimum, these basic recommendations. Libraries that exceed the basic recommendations should develop service goals based on local needs.

At a higher level of effort, a library can apply the standards in the context of a broader, locally based planning process. This process is discussed in Chapter 2. By engaging in a planning process, local planners can produce a plan of service designed to meet specific local needs. One of the standards in Chapter 4, in fact, requires that a library undertake a planning effort to assess local service needs. When accepted planning methods are conscientiously employed to develop service goals and a plan of action, the resulting goals will more accurately reflect the needs of the community. This is not meant to suggest that libraries that adopt a planning process should abandon these standards. In the context of a broader planning process, a library can use the checklists to gather information about itself and the community during the information-gathering phase of a planning process. The topics and issues addressed by these standards could be used as an outline for a local plan of service.

A bibliography of sources to help guide local planners through a library planning process is available at pld.dpi.wi.gov/files/pld/pdf/planning.pdf.

Quantitative Measures

Like previous editions, this edition of the standards is a hybrid of sorts. On the one hand, this document gives support to contemporary thinking about the need to establish service goals for individual libraries at the local level. On the other hand, this document responds to an interest in offering specific, prescriptive recommendations regarding key library service parameters for those local libraries that want to use such measures.

Selected standards include a quantitative recommendation for library service. Because they tend to be the convenient yardsticks by which libraries are often defined and described (“How large is the collection at XYZ library?” or “How many full-time equivalents (FTEs) are on staff?” and so on), these measures tend to take on a larger import than other standards. For that reason it is necessary to discuss the origins of these quantitative standards and their use. The quantitative standards included in this edition and the chapters in which they appear are shown in the chart below.

Quantitative Standards by Chapter (with standard # in parentheses)

Chapter 4	Director—hours per week (#17)
	Total operating budget (#34)
Chapter 5	FTE staff per 1,000 population (#7)
	Staff continuing education hours per year (#8&9)
Chapter 6	Volumes held per capita (print) (#16)
	Periodicals titles per 1,000 population (print) (#17)
	Audio recordings held per capita (#18)
	Video recordings held per capita (#19)
	Materials expenditures per capita (#20)
	Total collection size per capita (#21)
Chapter 8	Hours open (#8)
	Public access computers per 1,000 population (#20)
	Reader seating per capita (#38)
Appendix C	Quantitative standards regardless of community size

Generally, the service targets recommended in these quantitative standards are drawn from the data assembled from the latest public library annual reports submitted to the Division for Libraries, Technology, and Community Learning (DLTCL). The Public Library Standards Task Force used this information, standards established in other states, and their collective professional judgment to establish the quantitative standards used in this edition. Standards are established for seven different population levels at four levels of effort: *basic*, *moderate*, *enhanced*, and *excellent*. These correspond with the actual 2009 [Wisconsin Public Library Service Data](#) by population range at the 30th, 50th, 70th, and 90th percentiles, adjusted for anomalies and outliers.

Local libraries can establish service targets by selecting the appropriate level of effort to apply to each standard. Libraries may also choose to use the four different levels to set a target of progressive improvement over time. For example, a library may plan to achieve the moderate level for “hours open” within two years and achieve the enhanced level within five years.

In addition to establishing per capita standards, the Public Library Standards Task Force also established a number of quantitative standards that apply regardless of community size. These standards are based on the judgment of the Public Library Standards Task Force that residents of any community need and deserve at least a basic level of library service. In 2006, additional minimum legal standards for library system membership were added. These standards are listed in Appendix C.

As with any statistical comparison, it is important to note the possibility of inconsistent data-gathering efforts, which can lead to invalid statistical comparisons. To help avoid the possibility of invalid comparisons, it is essential that all Wisconsin libraries utilize the definitions that are provided with the state annual report form (and on the Internet at pld.dpi.wi.gov/pld_annrpt). Some of these definitions are also included in Appendix F.

Planners should also consider demographic and social factors that may affect the application of these quantitative standards in particular situations. For instance, the distribution of compact discs from the settlement of the music industry price fixing lawsuit in 2003 may have had a disproportionate affect on the standard for audio recordings per capita. At the same time, the growing trend to listen to music in MP3 or other digital formats may affect the demand for compact discs and instead increase demand for electronic resources. Similarly, the first part of the past decade saw a considerable increase in DVDs to meet demand, but more recent marketplace changes to video-on-demand or streaming media have softened the demand for DVDs. Librarians and planners should consider changes in the community and the library marketplace that may affect the quantitative standards published in this edition.

One additional note concerning quantitative standards: many factors that are very important in determining the quality of local library service are difficult to measure. The Public Library Standards Task Force urges library boards and staff to utilize the entire *Standards* document, not just the quantitative measures, when evaluating their library and planning for service improvements.

Service Population and Per Capita Standards

Each of the quantitative standards offers recommendations that vary according to a library’s service population. For these measures, a different service target is recommended for each of seven population categories.

Nonresident Borrowers

It is crucial, before applying the per capita standards for every library in the state, to develop a meaningful and accurate estimate of the population it serves. In Wisconsin, estimating a library’s service population is complicated by the fact that libraries provide service to many individuals who do not reside within the

When applying these measures, it may be necessary to take into consideration recent shifts in demand and use of specific types of library materials as well as marketplace changes.

municipality that established the library. These “nonresident borrowers” include county residents who have access to the library as part of the county’s plan for library service, residents of other municipalities within the same system area, and, in many cases, residents of other system areas. In almost all cases, a library’s true service population is greater than its “official” municipal population.

Methods for Estimating Service Population

It is recommended that a library employ one of the following methods for estimating its service population. Any of these methods will produce an estimate of the library’s service population that is a truer reflection of its actual use patterns than the strict use of the municipal population. These methods will produce an estimate of the library’s service population that can be used to apply the quantitative standards that appear in this document. Methods that allocate nonresident populations on any basis other than observed use of library collections and resources are subject to greater error. The DLTCL encourages all libraries to make an estimate of their extended service population as a point of reference for use of these standards and for other library planning purposes.

Use the Service Data population

Starting in 2000, the service population reported in the annual [Wisconsin Public Library Service Data](#) is based on each library’s share of total circulation to county residents who do not live in a library community. For example, if the ABC Public Library accounts for 20 percent of the total circulation from libraries in the county to county residents who do not live in a library municipality, then 20 percent of the county nonresident population is allocated to the ABC Public Library. This number is then added to the library’s municipal population to derive an estimate of the library’s total service population. This estimate should, in most cases, be a more accurate estimate of service population than estimates used in previous Service Data editions. However, libraries with significant usage by residents of other library communities and/or residents of other counties may wish to use one of the alternative methods discussed below.

Use systemwide nonresident usage data

If nonresident use data is gathered on a systemwide basis in a multicounty system, an allocation of the system nonresident population can be made, based on the library’s share of the total system circulation to nonresidents. This variation has the advantage of rendering county boundaries within the system invisible.

Base estimates on local circulation patterns

A library also can examine resident borrowing as a proportion of total circulation and extrapolate a rough, circulation-based estimate of its overall service population. If residents and nonresidents can be assumed to borrow material at roughly the same rate per capita, and residents account for 85 percent of the library’s total circulation, then it can be said that residents also account for 85 percent of the total population. If the library’s municipal population is divided by the proportion of circulation transactions that go to residents, the result will be an estimate of

the library's total service population. For example, a library with 85 percent resident circulation and a municipal population of 7,500 will have a service population of 8,824 ($7,500 \div 0.85 = 8,824$).

Add the population of surrounding unserved areas

If, through the observation of nonresident use, the staff of a municipal library is aware that a majority of residents of an adjacent town or towns use the library, it may simply add the population of the town or towns to its municipal population.

Municipal Population

In some cases, it may be more pragmatic to present the library's service population in terms of its municipal population. Sometimes—when presenting the library's budget to the municipality, for example—it may cloud the matter if the library claims a service population larger than its municipality. Common councils and village boards tend to focus their attention on the municipality, and many tend to classify themselves according to their municipal population. In this instance, the library may be able to press a clearer case for its needs if its arguments are based upon the municipal population. Therefore, as an extra point of reference and in addition to the service-population-based standards, this document provides an analysis of the quantitative measures based on the municipal populations of the state's public libraries (Appendix A). Each edition of the [Wisconsin Public Library Service Data](#) includes the official Wisconsin Department of Administration's annually updated population estimates for each library municipality.

Libraries are encouraged to produce plans for service based on their service population instead of their municipal population. Consistency is crucial, however. If a library evaluates its services by applying its extended service population to the calculation of one of the quantitative standards, it should apply its extended service population to the calculation of all of the quantitative standards.

Quantitative Measures and Local Planning

The notion of issuing quantitative standards may seem to run counter to the planning theme that service goals should be defined at the local level. Quantitative measures, however, are intended as a tool that libraries can use to help establish selected service goals. They are presented here with substantial flexibility in order to be configured by local planners to best reflect the local situation and local needs. As part of a local planning process, individual library boards and staff can establish service targets on the basic, moderate, enhanced, or excellent level of effort. Libraries also can establish a goal of moving from one level to a higher level over a period of time.

Libraries may wish to supplement use of the quantitative standards with peer comparisons to similarly-situated state and national libraries. Statewide statistics are available at pld.dpi.wi.gov/pld_lib_stat. The Public Library Association's annual *Public Library Data Service: Statistical Report* is one source for national data. Nationwide public library statistics are also available from the Institute of Museum and Library Services (IMLS) through the Public

Local or county planning departments and school districts may be able to provide useful population projections for long-range planning.

The Public Library Service Data, compiled by DPI from public library annual reports, can be useful to compare your library's services, resources, and funding to other libraries in Wisconsin.
pld.dpi.wi.gov/pld_dm-lib-stat

Library Survey (PLS) at <http://harvester.census.gov/imls/publib.asp>. The Public Library Peer Comparison Tool at <http://harvester.census.gov/imls/compare/index.asp> allows the user to get information on a particular library or to customize a peer group by selecting the key variables that are used to define it. The user can then view customized reports of the comparison between the library of interest and its peers on a variety of variables selected by the user.

The standards checklists and the quantitative measures are an outgrowth of the simplest level of application of these standards. The standards encourage libraries to go beyond that most basic level of application to engage in a more thorough planning process. As a result of that planning process, board and staff understanding of the community will be enhanced. The standards can then be applied in a more informed manner, and libraries will be able to improve services to the community beyond the basic level presented in the standards.

The standards are intended as an aid to local planning, not as a substitute for, or a constraint on, local planning.

Quantitative Measures and Large Libraries

Because there are relatively few large public libraries in the state (only four serve municipal populations of more than 100,000 and only twelve serve municipal populations of between 50,000 and 99,999), in-state comparisons of large institutions are limited. The standards provide analyses of quantitative measures for libraries of *all* sizes in the state. Results are reported for libraries in the population groups 50,000-99,999 and 100,000 and over, but because of the limited sample size in those categories, the results may not be as reliable as they are in other categories.

Larger libraries are strongly encouraged to supplement use of these standards with their own analyses of data drawn from peer institutions in other states in the Midwest and across the country. The Public Library Association's annual *Public Library Data Service: Statistical Report* is one source for such data. Nationwide public library statistics are also available through the IMLS public library survey data (PLS). PLS data are available at <http://harvester.census.gov/imls/publib.asp>.

Services to Populations with Special Needs

Persons with special needs include individuals of all ages who often face barriers to their use of public library services, or need specific resources at the library or accommodations to make the most of their time at the library. The barriers can be physical, as the case of persons with physical disabilities who can't leave their homes without assistance, who live in residential care facilities, or who are incarcerated. Transportation to the library can be a barrier for people living in poverty. Non-physical barriers exist as well. People who don't understand how public libraries work, fear using libraries, assume there is a cost to get a library card, or fear incurring fines have barriers preventing them from using the library. These groups might include people who are adult new readers, who have developmental disabilities, and new immigrants with limited ability to speak English. People

who have some types of mental illness may experience psychological barriers. People who have lost their jobs may find embarrassment to be a barrier.

Because persons with special needs are often not traditional library patrons, often they are invisible members of the community. However, good planning will identify all the library's potential constituencies, including individuals with special needs. The library can then develop specific strategies for reaching them and providing materials in formats they can utilize.

Two DPI publications, *Youth with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries* pld.dpi.wi.gov/pld_ysnpl and *Adults with Special Needs: A Resource and Planning Guide for Wisconsin's Public Libraries* pld.dpi.wi.gov/pld_specialasn are invaluable tools in assisting librarians to plan for adults and children, and their usefulness is not limited to special needs populations. The plans themselves are models for strategic planning; including visions, goals, and strategies, and their bibliographies are pertinent for patrons of all ages.

Services to Youth

To ensure quality services for youth in Wisconsin, it is important that libraries of every size study the needs of children and young adults in their community and plan, fund, implement, and evaluate appropriate programs and services for them. These services should also include the parents, caregivers, and adults who work with youth.

Evaluation of services can be aided with statistics about the youth population in the library's service area. For example, the total number of children and young adults within a service population can be compared to the number of them who are library card holders; the total number of young people can be compared to attendance at programs designed to attract various age groups. Such knowledge can impact strategic planning for on-site activities and outreach services.

Information on numbers of children below age 18 by county is available in periodic editions of *The WisKids Count Data Book* prepared by the Wisconsin Council on Children and Families, Inc., and The Institute for Research on Poverty, University of Wisconsin–Madison. Information on public school enrollment—by county, school district, school, ethnicity, and gender—is available annually from the Wisconsin Department of Public Instruction, Center for Education Statistics, which can also provide information on private school enrollment by county, school district, school, and gender.

Branch Libraries

Although the standards generally apply to an entire institution, they also are offered as one tool a board can use to evaluate individual branches in a multiple outlet service environment; however, certain functions are likely to be provided centrally, and standards relating to those functions will not apply to a branch. Application of the quantitative standards to branch libraries requires the development of service area population estimates for each branch library.

Your regional library system also has resources and support for services to those with special needs.



Governance and Administration

4

Public libraries in Wisconsin must be governed and operated according to Chapter 43 of the Wisconsin Statutes. In addition, all public libraries operate most effectively if they follow sound practices of administration, management, planning, funding, and public relations. These important issues are covered in this chapter.

Governance

Public library trustees are public officers and as such are legally responsible for the governance of the library and the conducting of its operations in accordance with local, state, and federal laws. Libraries should meet the following standards relating to governance:

- | Yes | No | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. Residents have free access to tax-supported public library services (<i>Wis. Stats.</i> ss. 43.52(2) and 43.15(4)(c)). |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. The library is established, and operates, in accordance with Chapter 43 of the <i>Wisconsin Statutes</i> . |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. The library is in compliance with other Wisconsin laws that affect library operations, such as laws relating to open meetings (<i>Wis. Stats.</i> ss. 19.81 to 19.98), ethics (<i>Wis. Stats.</i> s. 19.59), and public records (<i>Wis. Stats.</i> ss.19.31 to 19.39). |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. The library is in compliance with federal laws that affect library operations, such as the Americans with Disabilities Act and the Fair Labor Standards Act. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. A legally appointed and constituted library board governs the operation of the library (<i>Wis. Stats.</i> s. 43.54 or s. 43.57). All non-donated funds are held by the municipality and are disbursed upon approval by the library board. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. The library board has exclusive control of the expenditure of all monies collected, donated, or appropriated for the library fund (<i>Wis. Stats.</i> s. 43.58(1)). |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. The library board hires the library director (<i>Wis. Stats.</i> s. 43.58(4)) and delegates active management of the library to the library director. |
| <input type="checkbox"/> | <input type="checkbox"/> | 8. The library board conducts annual performance evaluations of the library director. |

Resources for library trustees can be found at pld.dpi.wi.gov/pld_trustee, including Trustee Essentials, a handbook of information that should be reviewed by every Wisconsin public library trustee.

*Policy resources
for Wisconsin
public libraries
are available at
[pld.dpi.wi.gov/
pld_policies](http://pld.dpi.wi.gov/pld_policies)*

Yes	No	
C	C	9. The library board determines the library staff table of organization and the rates of compensation for library staff positions (<i>Wis. Stats. s. 43.58(4)</i>).
C	C	10. The library board has written bylaws that outline its purpose and its operational procedures and address conflict-of-interest issues. The bylaws are reviewed at least every three years.
C	C	11. The library board adopts written policies for operating the library and reviews them on a regular cycle, ensuring that all policies are reviewed at least every three years. The policies are consistent with state and federal laws, and with applicable court decisions. Policies are updated to reflect changes in applicable laws. Policies address services provided to children as well as adults, and cover the following issues (among others): circulation, code of conduct, collection and resource development, confidentiality of patron records, handling of gifts, meeting room use, personnel, programming, public notice bulletin board, public records, and use of electronic resources by staff and patrons.
C	C	12. The library board meets monthly (with the library director in attendance) at a time and in a physically accessible location convenient for the board and the community and in accordance with the state law on open meetings and the Americans with Disabilities Act.
C	C	13. The library provides support for the continuing education of its trustees, which includes payment for workshop registrations and library association dues.
C	C	14. The library board is invited to participate in the diversity and ability awareness training provided to staff.
C	C	15. The library is a member of a public library system and actively participates in its program of service, including reciprocal borrowers' privileges and interlibrary loan.
C	C	16. The library board enters into any necessary contractual agreements to participate in the public library system and in resource sharing with other types of libraries in its service area.

Administration

Library administrators and staff use sound library administration and management practices to apply the policies and statutory obligations of the governing board to the daily operations of the library. Libraries should meet the following standards relating to administration:

Yes No

- 17. The director is paid to perform library-board-designated duties for no fewer than 25 hours per week, which includes scheduled hours away from a public service desk, and is present in the library a minimum of 10 hours per week during library open hours.
- 18. The library director provides current library financial and statistical reports for review at each library board meeting.
- 19. The library director provides every new board member with a copy of the *Trustee Essentials* and participates in an orientation program for each new board member. (See Trustee Essential #27: Trustee Orientation and Continuing Education. (See pld.dpi.wi.gov/pld_te27 for more information.)
- 20. The library director informs the board of pending legislation on the local, state, and national levels that affects libraries and explains how the proposed legislation might affect local library service.
- 21. The library director is responsible for personnel administration, including hiring, supervising, evaluating, and dismissing library employees.
- 22. The library director is responsible for developing library operating procedures based on board policies.
- 23. The library director monitors statutory changes and court decisions related to library operations, and recommends any policy changes needed to maintain legal library operations.
- 24. The library director is actively involved in community planning efforts.
- 25. The library director keeps the library board informed of library services and library programs and all important issues facing the library.
- 26. The library collects the statistics and information required by the DLTCL and reports that information to the municipal governing body, the library system, and the DLTCL.

The Wisconsin Library Association provides legislative information on library issues. <http://www.wla.lib.wi.us/legis>

Planning

Library trustees and staff have a continuing obligation to assess the changing service needs of the community. Conscientious planning will help the library in its efforts to anticipate and respond to the community's library needs. Libraries should meet the following standards relating to planning:

Yes No

- 27. With input from the community, the library board and staff develop and write a long-range plan that covers the next three to five years.
- 28. The long-range plan contains a mission statement that describes the purpose and priorities of the library in the community.
- 29. The long-range plan includes goals and specific, measurable objectives, with a timetable for implementation.
- 30. The long-range plan is reviewed and updated annually by the library board. An evaluation of the library's progress toward meeting the plan's goals, objectives, and timetable should be included in this review.
- 31. As part of the library's long-range planning efforts, a systematic community study is conducted over a multi-year planning cycle.
- 32. The library director regularly attends public library system meetings and consults with system staff on issues of local concern.
- 33. The library participates in system-level planning and county-level planning for library services.

Funding

One key responsibility of the library board is to seek and secure sufficient funding (from public and private sources, as appropriate) to support the local service goals of the library. Libraries should meet the following standards relating to funding:

Yes No

- 34. The public library is adequately supported by municipal (or county) funds on an on-going basis; grants and donations supplement, but do not supplant, the basic funding structure of the library.
- 35. The library receives sufficient financial support from the community to provide a level of library service consistent with its long-range plan of service, statutory maintenance of effort requirements for library system membership, and the standards in this document. See Appendix C for further information regarding this standard, including minimum total operating budgets.

Yes No

- C C 36. The library follows fiscal procedures consistent with state law, library policy, audit requirements, and local government requirements in preparing, presenting, and administering its budget.
- C C 37. The library director prepares and the library board reviews and adopts an annual budget proposal that accurately reflects the needs of the library and the community it serves.
- C C 38. The library director and staff maintain awareness of available grant and other outside funding sources.
- C C 39. The library board and the library director present the proposed budget to their municipality. Additional presentations are made to other governing bodies as appropriate.
- C C 40. The library board reviews and approves bills presented for payment at each library board meeting, in accordance with *Wis. Stats. s. 43.58(2)* and the Prompt Payment Law (*Wis. Stats. s. 66.285*). All payments from public funds are made by the appropriate municipal or county official.

See “*Managing the Library’s Money*” in [Administrative Essentials 14](#) or [Trustee Essentials 9](#)

Public 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. Libraries should meet the following standards relating to public relations:

Yes No

- C C 41. All library staff members exhibit a positive and helpful attitude.
- C C 42. The library’s annual plan includes activities designed specifically to enhance the library’s public relations.
- C C 43. The library’s annual budget allocates funds for public relations activities.
- C C 44. The library ensures the highest quality of all informational, directional, and promotional material, using in-house, system, or commercial printing capabilities.
- C C 45. Library policies are developed, reviewed, and revised with consideration given to their effect on the library’s public relations.
- C C 46. Annually, the library implements a number of generally accepted publicity techniques; the choice of which techniques to employ will be based on the characteristics of the community, including the needs of persons with disabilities, adult new readers, and those with limited English-speaking ability.

Yes No

- C C 47. The library uses nonprint media (such as the Internet, cable TV, and radio) and accessible formats (such as large print, audio recordings, and translations into other languages) to promote its programs to persons with disabilities, adult new readers, and people using English as a second language.
- C C 48. The library cooperates in systemwide and statewide efforts to promote library services.
- C C 49. The library designates a staff member to coordinate public relations activities within the library and between the library and other local agencies.
- C C 50. The library ensures that staff maintain contact with schools, community organizations, businesses, and other agencies within the library's service area.
- C C 51. The library develops specific strategies to inform patrons with disabilities, non-English-speaking patrons, and adult new readers of its materials, programs, and services, including dissemination of publicity materials in alternate formats, in languages other than English, and using basic vocabulary.

Staffing for Public Libraries

5

Each public library must have a regular, paid, qualified staff of one or more persons, including a properly certified library director who is responsible to a library board. The public library staff should project an image of competence and friendliness to all members of the public. Public library staff members should understand the service goals of the library, should be aware of all library policies, and should be well trained in the practices and procedures required by their individual positions. Library staff members should be afforded the opportunity to continue to expand their knowledge of communication skills, library practice, library technology, and community demographics through participation in workshops, conferences, and other continuing education activities. Libraries should meet the following standards relating to staffing:

Yes No

- | | | |
|---|---|---|
| C | C | 1. The library has regular, paid, and properly qualified staff, appropriately trained to fulfill their particular job responsibilities. |
| C | C | 2. The library director is qualified for and maintains the appropriate level of certification under the provisions of the Wisconsin Administrative Code. |
| C | C | 3. The library board has adopted a set of personnel policies outlining the conditions and requirements for employment of library staff, and these policies are consistent with state and federal regulations, including the Fair Labor Standards Act, the Americans with Disabilities Act, and relevant court decisions. The board reviews the policies on a regular schedule and after any significant change in employment law. |
| C | C | 4. The library has a written personnel classification plan describing the job duties of each staff member, any educational and experience requirements, the physical requirements of the job, and salary range. The plan ensures that all qualified individuals have an equal opportunity for employment. |
| C | C | 5. The library staff members have salaries, hours, and benefits determined by the library board and comparable with other community positions requiring similar educational preparation and job assignments. |
| C | C | 6. The library establishes and meets a service target for staffing in full-time equivalents (FTEs) per 1,000 population not lower than the Basic Level for its population group. System resource libraries and libraries with specialized collections or extended open hours or services may require additional staff. Regardless of population served, total library staff is not less than 1 FTE. (See Appendixes A, B, and C.) |

Trustee Essentials 7, "The Library Board and Library Personnel," as well as Administrative Essentials 11, "The Library as Employer," and Administrative Essentials 12, "Managing the Staff," provide additional information.

Yes	No	
C	C	7. The library supports the library director's continuing education for at least 20 contact hours per year. (The Wisconsin Administrative Code requires that library directors participate in 100 hours of continuing education, including at least 10 hours of technology training, over the five year period prior to recertification.)
C	C	8. The library provides opportunities for each key employee (other than the director) for participation in at least ten (10) hours of continuing education activities each year. The opportunity is prorated for part-time employees; that is, an employee working 30 hours per week should have the opportunity for at least 7.5 hours of continuing education activities each year.
C	C	9. The library supports the staff's continuing education and professional activities, including paid work time for attendance, registration fees, and travel costs.
C	C	10. The library allocates a portion of its budget to reimburse the costs of continuing education activities and professional memberships.
C	C	11. The staff receives training in emergency procedures and protocols as recommended by the Department of Workforce Development and the Occupational Safety and Health Administration, especially regulations governing emergency evacuation, fire prevention plans, medical services and first aid, portable fire extinguishers, and alarm systems.
C	C	12. The library has local or system staff or outside assistance available to resolve technology problems in a timely manner so that there is minimal impact on library operations and services.
C	C	13. The library has staff trained to assist patrons with the effective use of technologies, including assistive devices and adaptive software, to access and use the Internet and other electronic and non-print resources.
C	C	14. All key library staff have email accounts and ready access to a workstation with a dedicated Internet connection.
C	C	15. The staff receives diversity and ability awareness training for communicating with library patrons and coworkers, including persons with physical and mental disabilities, those from diverse cultural backgrounds, adult new readers, and individuals with limited English-speaking ability.
C	C	16. All library staff, volunteers, and trustees are knowledgeable about the statutory protections of the confidentiality of patron use of library materials, electronic resources, and services.

Collection and Resources

6

The library should provide a wide range of materials and electronic resources in a variety of formats and in sufficient quantities to meet the needs of all members of its community. This chapter addresses acquisition and ownership of materials and the library's ability to provide additional materials through interlibrary resource sharing. This chapter also covers the availability of electronic resources whether or not they are physically located in the library. Chapter 8 is a complementary chapter, addressing access to library resources and services, including the technological tools needed to maximize access.

In addition to the standards in this chapter, a number of other measurements can help a library establish goals for collections and resources. For example, a high turnover rate reflects a heavily used collection and might suggest a need for a larger collection. See *Output Measures for Public Libraries* (Van House et al., 1987) for information about a number of service measurement tools.

Libraries should meet the following standards relating to library collection and resources:

Yes No

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. The library has a collection and resource development policy based on community needs and the diversity of American society that encompasses selection; requests for reconsideration of materials; collection specialties and purchase priorities; and evaluation, especially in weeding the collection. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. The library allocates funds for purchasing materials in a variety of formats and for access to electronic resources, based on its collection and resource development policy. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. The library budgets sufficient funds to maintain, upgrade, and replace needed library equipment and software on a regular schedule. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. The library has a multi-year technology plan or participates in a library system plan that addresses library needs and the funding to meet those needs. This plan is reviewed annually. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. The library participates in the systemwide plan for technology and resource sharing. |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. The library uses interlibrary loan to supplement, but not supplant, local collection development. |
| <input type="checkbox"/> | <input type="checkbox"/> | 7. The library cooperates in collection development with other local, area, and state-level libraries of all types, including the Wisconsin Talking Book and Braille Library, to provide a wide range of resources in a variety of formats to meet the needs of its community. |

Yes	No	
C	C	8. The library provides access to resources in a variety of formats to ensure equal access for persons of all ages with disabilities, in compliance with the Americans with Disabilities Act. Formats may include books in Braille, recorded books, downloadable or other electronic formats, and closed captioned, described, or signed video.
C	C	9. The library provides access to adult basic-skills and English-as-a-Second-Language materials with reading levels and formats appropriate to meet the needs of patrons who are adult new readers, or who have developmental disabilities or limited English speaking skills.
C	C	10. The library has, or provides access to, electronic information resources for its staff and its patrons. This may be accomplished through a variety of means, including: <ul style="list-style-type: none"> • online resources, including full-text databases • digitized materials • high-speed Internet access • e-books • audio books for download or in mp3 format • downloadable or streaming video output
C	C	11. The library provides web pages with organized web links pointing to useful and reliable local, regional, state, national, and international Internet resources. These web pages provide a prominent link to BadgerLink resources, clearly indicating that these resources are provided as a result of state funding of the BadgerLink program.
C	C	12. The library includes its bibliographic and holdings information (in the accepted MARC format) in the statewide database (WISCAT) and maintains the accuracy of that data.
C	C	13. The library provides adaptive technology to ensure access to electronic resources for persons with disabilities.
C	C	14. The library collects and reports statistics related to the availability and use of materials and electronic resources as required on the DLTCL Public Library Annual Report form, using standard definitions supplied by the Division.
C	C	15. The library establishes and meets a service target for print volumes held per capita not lower than the Basic Level for its population group. Regardless of population served, the minimum total volumes held is 8,000. (See Appendixes A, B, and C.)

Yes No

- | | | |
|---|---|---|
| C | C | 16. The library establishes and meets a service target for periodical titles received per 1,000 population not lower than the Basic Level for its population group. Regardless of population served, the minimum number of periodical titles received is 30. (See Appendixes A, B, and C.) |
| C | C | 17. The library establishes and meets a service target for audio and video recordings held per capita not lower than the Basic Level for its population group. Formats may include, among others, audiocassettes, compact disc recordings, and digital audio discs, players and services. (See Appendixes A, B, and C.) |
| C | C | 18. The library establishes and meets a service target for public use Internet computers per 1,000 population not lower than the Basic Level for its population group. (See Appendixes A, B, and C.) |
| C | C | 19. The library establishes and meets a service target for total expenditures for material (including electronic resources) per capita not lower than the Basic Level for its population group. Regardless of population served, total minimum expenditures for materials (including electronic resources) is \$11,000. (See Appendixes A, B, and C.) |
| C | C | 20. The library establishes and meets a service target for total collection size per capita (including print volumes and audio and video materials) not lower than the Basic Level for its population group. (See Appendixes A, B, and C.) |
| C | C | 21. The library maintains a current collection of core reference materials, including online resources, resources selected from recommended lists, and additional sources selected to meet the information needs of the library's patrons. |
| C | C | 22. Every item in the library's collection is evaluated for retention, replacement, or withdrawal at least every five years to determine its usefulness and accuracy according to the library's collection development policy. Outdated, unnecessary, or damaged materials are removed from the collection. The library establishes and attains a measurable annual weeding plan based on local conditions and the library mission. |
| C | C | 23. The library catalogs and arranges its collections for easy accessibility and according to currently accepted library cataloging and classification practices. |



Services

7

Through public services, a library offers assistance to patrons in the use of its collections and resources. The library also provides patrons with resources beyond those owned by the library through interlibrary loan and other resource-sharing arrangements. Basic public services include reference, information services and programming. These services should be provided to all age groups: children, young adults, and adults.

Libraries should meet the following standards relating to the development of services:

Yes No

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. The library maintains policies and/or procedures regarding the public services it provides, such as reference and information services, programming services, services to children and teens, and services to patrons with special needs. |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. The library cooperates with other types of libraries in the local area to plan for and provide services to all area residents. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. The library works with local schools, community agencies and other organizations in the local area in planning and implementing services for all residents. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. The library participates in system-level planning for services to special needs populations and youth. |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. The library ensures effective communication with persons with disabilities at all service points by providing staff with training, adaptive equipment and software, and by making materials available in alternative formats. |

Reference and Information Services

The core of reference and information services is: provision of information, guidance in choosing materials appropriate to a user's needs, and instruction in library use. Libraries should meet the following standards relating to reference and information services:

Yes No

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | 6. The library provides reference and readers' advisory services to residents of all ages and levels of literacy in person, by telephone, and by text telephone (TTY) or relay service the entire time it is open. Other means of providing reference service are also offered, if appropriate (e.g., fax, email, or virtual reference such as AskAway). |
|--------------------------|--------------------------|--|

Yes	No	
C	C	7. The library provides reference and readers' advisory services to patrons with disabilities in formats they can utilize.
C	C	8. The library provides staff trained in reference work, including reference work with children, during all hours the library is open.
C	C	9. The library has staff trained to assist patrons (including people with disabilities) with the effective use of technologies necessary to access and use the Internet and other electronic and non-print resources.
C	C	10. The library participates in system-coordinated backup reference, interlibrary loan service, and delivery service to provide accurate and timely public service.
C	C	11. The library annually tracks reference transactions and reports the total on the public library annual report.
C	C	12. The library makes available or has ready access to an accurate and up-to-date community information and resource file, including names of officers and contacts for community organizations and service agencies, providers of job and literacy training, and so forth. This file is made available on the Internet, if feasible.
C	C	13. The library supports patron training in the use of technologies necessary to access electronic resources, including training for persons with disabilities in the use of adaptive equipment and software.
C	C	14. The library prepares bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue, and makes them available in alternate formats, as appropriate.

Programming

Educational, recreational, informational, and cultural programs sponsored by the library, or cosponsored with other community organizations, are offered to help attract new users to the library, to welcome people from all cultures and people with disabilities, to increase awareness and use of library resources and services, and to provide a neutral public forum for the debate of issues. Programming is commonly held in the library, but outreach efforts may direct that some programs be held off-site. Libraries should meet the following standards relating to programming:

Yes No

- | | | |
|---|---|--|
| C | C | 15. Public programs provided by the library are free of charge [as required by Wis. Stats. s. 43.52(2)] and in physically accessible locations for children, teens, and adults. The library provides the necessary accommodations to enable persons with disabilities to participate in a program and advertises the availability of the accommodations in the program announcement. |
| C | C | 16. The library plans and evaluates programming for adults, young adults, and children, considering all of the following factors: <ul style="list-style-type: none">· community demographics (age, ethnicity, education, and income levels)· availability of programming from other organizations in the community· local need and interest |

Vertical line

Access and Facilities

8

Access refers to making the library's services and resources as widely available as possible. It has many aspects: the library's location, the number of hours it is open, the efforts made by the library staff to extend services into the broader community, bibliographic access to the library's collections, and use of appropriate technologies to facilitate access to local and remote resources. The principle of equal access should be integral to the library's long-range plan.

The *physical* library facility also has a direct effect on access. All public library buildings should be easily accessible and offer a compelling invitation to the community. Library buildings should be flexible enough to respond to changing use and new technologies. Buildings should be expandable to accommodate growing collections and new services. Buildings should be designed for user efficiency. Building designs also should support staff efficiency, because staff costs are the major expense in library operation.

Access to Information and Resources

Libraries should meet the following standards relating to access to information and resources:

Yes No

- | | | |
|---|---|---|
| C | C | 1. Library facilities are readily available to all residents of the service jurisdiction, within a 15-minute drive in metropolitan areas or a 30-minute drive in rural areas. |
| C | C | 2. The library provides signs on main community thoroughfares that indicate the direction to the library. |
| C | C | 3. The library takes action to reach all population groups in the community. Appropriate services may include: home delivery services; deposit collections for childcare facilities, institutions, and agencies; books-by-mail service; bookmobile service; programs held outside the library; and remote access to the library online catalog and other resources. |
| C | C | 4. The library ensures access to its resources and services for patrons with disabilities through the provision of assistive technology and alternative formats, in compliance with the Americans with Disabilities Act. |
| C | C | 5. As one measure of access, the library annually calculates its rate of registrations as a percentage of population as defined in <i>Output Measures for Public Libraries</i> (Van House et al., 1987). |
| C | C | 6. The full range of services is available all hours the library is open. |

Yes	No	
C	C	7. Library hours are fixed and posted and include morning, afternoon, evening, and weekend hours. Hours open are based on an assessment of users' and potential users' most convenient days and times to visit the library, rather than on staff convenience.
C	C	8. The library establishes and meets a service target for hours open not lower than the Basic Level for its population group. Regardless of population served, the library is open a minimum of 25 hours per week. (See Appendixes A, B, and C.)
C	C	9. The library participates in a library system wide area network for shared services; e.g., shared integrated library system, Internet access.
C	C	10. The library has a local area network (LAN) linking all workstations as appropriate. The library takes reasonable measures to insure the security of its LAN.
C	C	11. The library has an integrated library system (ILS), preferably part of a regional shared ILS, with a graphical user interface.
C	C	12. The library's catalog is available via the Internet with the use of a web browser and is accessible 24 hours per day, seven days per week.
C	C	13. The library's online catalog and other electronic resources are accessible to persons with disabilities through the use of adaptive and assistive technology.
C	C	14. The library has a dedicated high-speed connection to the Internet, which is available to multiple library workstations. Whenever possible the library provides public wireless Internet for access from private laptops and devices.
C	C	15. The library has a telephone system adequate to meet public and staff needs including at least one text telephone (TTY). A voice mail system or answering machine provides basic library information to callers during times the library is not open, with a choice for languages other than English, as appropriate.
C	C	16. The library authorizes and maintains (or jointly maintains) an up-to-date universally-accessible web page that includes library hours, phone numbers, services, and other basic information.
C	C	17. The library has multiple listings, as appropriate, in the local telephone directory.
C	C	18. To facilitate the delivery of information, the library has (or has convenient access to) a photocopier and a fax machine or scanner.

Yes No

- C C 19. The library has appropriate equipment to support access to information in various non-print formats in its collection (CD players, DVD or other media players, microform machines, etc.).
- C C 20. The library meets a service target for public access computers per 1,000 population not lower than the Basic Level for its population group, and an appropriate number are ADA accessible. (See Appendices A, B, and C.)
- C C 21. When remote access to electronic information resources is offered, it is available 24 hours a day, seven days per week.
- C C 22. The library has converted its bibliographic and holdings information into machine-readable form using the MARC standard.
- C C 23. If the library elects to filter Internet content, it has a policy and procedure in place to allow patrons unfiltered access to legitimate information.

The Physical Facility

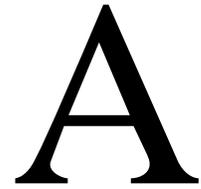
Libraries should meet the following standards relating to the physical facility:

Yes No

- C C 24. The library provides adequate space to implement the full range of library services that are consistent with the library's long-range plan and the standards in this document.
- C C 25. The library has allocated space for child and family use, with all materials readily available, and provides furniture and equipment designed for children and persons with disabilities.
- C C 26. At least once every five years, and more frequently if needed, the board directs the preparation of an assessment of the library's long-term space needs.
- C C 27. The library building and furnishings meet state and federal requirements for physical accessibility, including the *ADA Accessibility Guidelines for Buildings and Facilities* (ADAAG). (See <http://www.access-board.gov/adaag/html/adaag.htm>)
- C C 28. In compliance with the ADAAG, the library provides directional signs and instructions for the use of the collection, the catalog, and other library services in print, Braille, and alternate formats, as appropriate.
- C C 29. The library's accessible features, such as entrance doors and parking spaces, display the International Symbol of Accessibility.

Yes	No	
C	C	30. The library building supports the implementation of current and future telecommunications and electronic information technologies.
C	C	31. Adequate, safe, well-lighted, and convenient parking is available to the library's patrons and staff on or adjacent to the library's site. The minimum number of required parking spaces may be governed by local ordinance.
C	C	32. The exterior of the library is well lighted and identified with signs clearly visible from the street.
C	C	33. The entrance is clearly visible and is located on the side of the building that most users approach.
C	C	34. Emergency facilities are provided in accordance with appropriate codes; evacuation routes, emergency exits, and the locations of fire extinguishers are clearly marked; emergency first aid supplies are readily available; and the library has a designated tornado shelter.
C	C	35. Lighting levels comply with standards issued by the Illuminating Engineering Society of North America.
C	C	36. The library provides facilities for the return of library materials when the library is closed; after-hours material depositories are fireproof and are accessible to people with disabilities.
C	C	37. The library has accessible public meeting space available for its programming and for use by other community groups, if appropriate.
C	C	38. The library has sufficient readers seating space for its service population, not lower than 60% of the target based on the guidelines in <i>Public Library Space Needs: A Planning Outline</i> . (See pld.dpi.wi.gov/files/pld/pdf/plspace.pdf#page=19 .)

Quantitative Standards by Municipal Population



“Municipal population” is the population of the city, town, village, or county establishing the library, or the total population of communities establishing a joint library.

FTE Staff per 1,000 Population

Regardless of population served, minimum total staff is 1.0 FTE.

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	1.1	0.9	0.9	0.7	0.5	0.6	0.4
Moderate	1.4	1.1	1.0	0.8	0.6	0.6	0.5
Enhanced	1.7	1.3	1.2	0.9	0.7	0.7	0.6
Excellent	2.4	1.5	1.4	1.1	0.9	0.9	0.6

Volumes Held per Capita (Print)

Regardless of population served, minimum total volumes held is 8,000 volumes.

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	10.0	7.0	6.0	4.8	3.4	3.6	2.5
Moderate	12.2	8.1	6.6	5.4	3.8	3.8	3.0
Enhanced	16.2	9.9	7.2	5.9	4.0	4.0	3.4
Excellent	24.2	12.4	9.3	7.1	5.9	4.5	3.7

Periodical Titles Received per 1,000 Population (Print)

Regardless of population served, minimum periodical titles received is 30 titles.

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	29.8	18.3	14.8	10.0	6.1	5.4	4.2
Moderate	41.3	24.4	16.5	11.3	8.4	6.6	4.6
Enhanced	60.1	30.2	20.8	13.7	10.2	8.5	5.3
Excellent	87.1	37.6	25.7	16.6	13.2	9.2	7.1

Audio Recordings Held per Capita

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.42	0.36	0.32	0.28	0.23	0.25	0.12
Moderate	0.55	0.50	0.45	0.37	0.29	0.29	0.15
Enhanced	0.83	0.61	0.51	0.44	0.36	0.36	0.20
Excellent	1.41	0.87	0.74	0.60	0.44	0.44	0.27

Video Recordings Held per Capita

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	1.00	0.63	0.42	0.29	0.23	0.23	0.12
Moderate	1.34	0.79	0.51	0.38	0.29	0.28	0.16
Enhanced	1.89	0.99	0.69	0.52	0.36	0.35	0.21
Excellent	3.16	1.18	1.08	0.64	0.44	0.40	0.30

Public Use Internet Computers per 1,000 Population

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	3.20	1.69	1.00	0.80	0.53	0.64	0.61
Moderate	4.40	2.24	1.61	1.04	0.74	0.74	0.63
Enhanced	6.01	2.74	2.13	1.30	1.12	1.12	0.64
Excellent	9.75	3.68	2.72	1.83	1.34	1.28	0.66

Hours Open

Regardless of population served, minimum hours open is 25 hours per week.

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	30	44	57	58	62	64	65
Moderate	35	50	59	60	64	67	67
Enhanced	42	53	61	63	65	69	69
Excellent	48	58	64	66	67	68	69

Materials Expenditures per Capita

Regardless of population served, minimum materials expenditures is \$10,000.

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	\$8.80	\$6.98	\$6.39	\$5.40	\$5.40	\$5.40	\$3.35
Moderate	\$11.54	\$8.96	\$8.51	\$6.51	\$6.26	\$6.26	\$3.59
Enhanced	\$14.69	\$11.85	\$10.22	\$7.94	\$7.12	\$7.12	\$3.91
Excellent	\$23.70	\$15.04	\$12.84	\$10.21	\$8.53	\$8.53	\$4.86

Collection Size (Print, Audio & Video) per Capita

	Municipal Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	11.7	8.3	7.0	5.5	4.0	4.0	2.8
Moderate	14.4	9.5	7.5	6.4	4.2	4.2	3.4
Enhanced	18.6	11.5	8.4	6.7	4.7	4.5	4.1
Excellent	29.1	14.3	10.3	8.2	6.6	5.2	4.2

Quantitative Standards by Service Population

B

“Service Population” is the library's home community population plus an additional population determined from circulation statistics for county residents without a library.

FTE Staff per 1,000 Population

Regardless of population served, minimum total staff is 1.0 FTE.

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.6	0.5	0.5	0.5	0.5	0.5	0.4
Moderate	0.8	0.6	0.5	0.5	0.5	0.5	0.5
Enhanced	0.9	0.7	0.6	0.6	0.6	0.6	0.6
Excellent	1.4	0.9	0.9	0.7	0.7	0.6	0.6

Volumes Held per Capita (Print)

Regardless of population served, minimum total volumes held is 8,000 volumes.

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	6.4	4.1	3.1	2.9	2.8	2.7	2.5
Moderate	7.8	4.8	3.8	3.5	3.5	2.9	2.8
Enhanced	10.2	5.7	4.7	4.1	3.8	3.3	2.9
Excellent	15.0	8.2	6.6	5.2	4.1	4.0	3.3

Periodical Titles Received per 1,000 Population (Print)

Regardless of population served, minimum periodical titles received is 30 titles.

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	15.3	13.6	9.7	7.3	5.4	5.1	4.1
Moderate	23.0	17.1	11.9	8.5	6.2	5.6	4.2
Enhanced	34.7	20.9	13.5	9.9	8.0	6.6	5.4
Excellent	63.2	27.9	18.7	12.1	10.3	7.7	7.6

Audio Recordings Held per Capita

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.19	0.19	0.17	0.16	0.19	0.19	0.13
Moderate	0.26	0.26	0.23	0.23	0.23	0.23	0.19
Enhanced	0.43	0.32	0.29	0.28	0.27	0.27	0.20
Excellent	0.78	0.53	0.46	0.39	0.35	0.34	0.25

Video Recordings Held per Capita

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	0.60	0.39	0.28	0.21	0.21	0.21	0.15
Moderate	0.78	0.49	0.38	0.26	0.24	0.23	0.16
Enhanced	1.21	0.64	0.49	0.36	0.28	0.28	0.21
Excellent	1.68	0.93	0.68	0.51	0.43	0.33	0.27

Public Use Internet Computers per 1,000 Population

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	2.19	1.25	0.73	0.60	0.53	0.53	0.53
Moderate	2.84	1.53	1.00	0.79	0.66	0.60	0.55
Enhanced	4.28	1.88	1.21	0.92	0.81	0.78	0.63
Excellent	6.48	2.58	1.75	1.35	1.37	0.93	0.73

Hours Open

Regardless of population served, minimum hours open is 25 hours per week.

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	25	37	45	57	59	64	64
Moderate	30	41	50	59	63	65	68
Enhanced	33	46	53	61	67	67	69
Excellent	43	51	59	64	69	71	71

Materials Expenditures per Capita

Regardless of population served, minimum materials expenditures is \$10,000.

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	\$4.01	\$3.93	\$3.30	\$3.30	\$3.30	\$3.30	\$3.27
Moderate	\$5.83	\$4.96	\$3.94	\$4.18	\$4.12	\$4.12	\$3.76
Enhanced	\$8.57	\$6.58	\$5.41	\$5.41	\$5.41	\$5.02	\$4.57
Excellent	\$12.28	\$9.83	\$7.51	\$7.22	\$7.22	\$6.24	\$4.71

Collection Size (Print, Audio & Video) per Capita

	Service Population						
	Less than 2,500	2,500 to 4,999	5,000 to 9,999	10,000 to 24,999	25,000 to 49,999	50,000 to 99,999	100,000 and over
Basic	7.6	4.9	3.6	3.3	3.3	3.2	2.7
Moderate	9.0	5.6	4.5	4.0	4.0	3.4	3.3
Enhanced	11.5	6.5	5.4	4.7	4.3	3.8	3.4
Excellent	17.2	9.4	7.6	6.1	4.9	4.9	3.8

Quantitative Standards Regardless of Community Size

C

In addition to establishing per capita standards, the Public Library Standards Task Force also established a number of quantitative standards that apply regardless of community size. These standards are based on the judgment of the Public Library Standards Task Force that residents of any community need and deserve at least a basic level of library service.

The following standards apply regardless of community size:

- The library is open a minimum of 25 hours per week.
- A certified library director is paid to perform board-designated duties for no fewer than 25 hours per week.
- Minimum total library staff is 1 FTE.
- The library supports the library director's continuing education for at least 20 contact hours per year.
- Minimum total book volumes held is 8,000.
- Minimum number of print periodical titles received is 30.
- Minimum total annual local expenditures on collection (including electronic resources) is \$11,000.
- Minimum year 2011 total operating budget is \$67,000 (see below for more information).

Estimated Minimum Cost Components of Recommended Minimum Library Budget

Budget Item	Minimum Cost
Director's salary	\$20,300 (salary for a Grade 3 Certified Director at a minimum of 25 hours/week)
Other staff wages	\$8,500 (for a minimum of 15 hours/week)
Social sec., benefits, etc.	\$9,200 (32% of salary costs)
Materials	\$11,000 (print, AV and electronic resources)
All other expenses	\$18,000 (supplies, utilities, technology costs, continuing education, etc.)
Total operating costs	\$67,000 (in 2011)
(capital costs including debt retirement are not included in this figure)	
Est. minimum for 2012	\$68,000 (increase of 1.5% *)
Est. minimum for 2013	\$69,300 (increase of 2.0% *)
Est. minimum for 2014	\$71,000 (increase of 2.5% *)
Est. minimum for 2015	\$72,800 (increase of 2.5% *)
Est. minimum for 2016	\$74,600 (increase of 2.5% *)

*Estimated annual increases represent the approximate budget increases for Wisconsin libraries to cover inflationary increases, usage increases, and service improvements.

Summary of Technology-Related Standards

D

- The library participates in a library system wide area network for shared services; e.g., shared integrated library system, Internet access.
- The library has a local area network (LAN) linking all workstations as appropriate. The library takes reasonable measures to insure the security of its LAN.
- The library has a dedicated high-speed connection to the Internet, which is available to multiple library workstations. Whenever possible, the library provides public wireless Internet for access from private laptops and devices.
- If the library elects to filter Internet content, it has a policy and procedure in place to allow patrons unfiltered access to legitimate information.
- The library has an integrated library system (ILS) or is part of a shared ILS with a graphical user interface.
- The library's catalog is available via the Internet with the use of a web browser and is accessible 24 hours per day, seven days per week.
- The library establishes and meets a service target for public use Internet computers per 1,000 population not lower than the Basic Level for its population group.
- The library authorizes and maintains (or jointly maintains) an up-to-date, universally-accessible web page that includes library hours, phone numbers, services, and other basic information.
- The library provides web pages with organized web links pointing to useful and reliable local, regional, state, national, and international Internet resources. These web pages provide a prominent link to BadgerLink resources, clearly indicating that these resources are provided as a result of state funding of the BadgerLink program.
- When remote access to electronic information resources is offered, it is available 24 hours a day, seven days per week.

- All key library employees have email accounts and ready access to a workstation with a dedicated Internet connection.
- The library has staff trained to assist patrons with the effective use of technologies, including assistive devices and adaptive software, to access and use the Internet and other electronic and non-print resources.
- The library has local or system staff or outside assistance available to resolve technology problems in a timely manner so that there is minimal impact on library operations and services.
- The library has a multi-year technology plan or participates in a library system plan that addresses library needs and the funding to meet those needs. This plan is reviewed annually
- The library budgets sufficient funds to maintain, upgrade, and replace needed library equipment and software on a regular schedule.

Terms and Acronyms Used in the Standards

E

- Acquisition** The process of acquiring the library materials that make up the library's collection.
- ALA** American Library Association, the national professional library organization.
- Automation** All aspects involved in using a computer system for such tasks as circulation, cataloging, acquisitions, and interlibrary loans.
- Cataloging** The process of describing an item in the collection and assigning a classification (call) number.
- Capital funds** Funds for acquisition of or additions to fixed assets, such as building sites, new buildings and building additions, new equipment (including major computer installations), initial book stock, furnishings for new or expanded buildings, and new vehicles. This excludes replacement and repair of existing furnishings and equipment, regular purchase of library materials, and investments for capital appreciation. Note: Municipal accounting practices shall determine whether a specific item is a capital expense or an operating expense, regardless of examples in the definitions. Expenditures for books, other than initial book stock, are not capital expenditures.
- CD-ROM** Compact Disc, Read-Only Memory; a medium for storing data and multimedia information electronically.
- CE** Continuing Education.
- Certified library director, librarian or library administrator**
These terms refer to a librarian maintaining proper certification from the DPI as required by the Wisconsin Administrative Code and as required by Chapter 43 for library membership in a public library system.
- Chapter 43** The chapter of the *Wisconsin Statutes* governing the establishment and operation of public libraries and library systems.
- Circulation** The act of loaning material from the library's collection for use outside the library. This activity includes checking out materials to users, either manually or electronically, and renewing, each of which is reported as a circulation transaction. Interlibrary loan items provided to the library and checked out by the library should be counted as a circulation. Interlibrary loan items sent to, or checked out to, another library do not count as a circulation.

COLAND	Council on Library and Network Development; an advisory council on library services to DPI appointed by the governor and including library professionals and lay people.
Collection	The total accumulation of all library materials and electronic resources provided by a library for its clientele.
Contact hour	As defined in the <i>Wisconsin Public Librarian Certification Manual</i> , a contact hour is 60 minutes of continuous participation in an eligible continuing education activity.
DLTCL	Division for Libraries, Technology, and Community Learning, part of DPI.
DPI	Department of Public Instruction, State of Wisconsin.
DVD	An optical disc storage medium for data and multimedia information that holds substantially more information than CD-ROMs.
FTE	A standard measurement of staff size, full-time equivalent is determined by summing the total hours worked per typical week by all library employees and dividing by 40.
Goals	Broad, long-term outcomes the community will receive as a desired result of specific services provided by the library to address identified strategic issues.
Hours open	For purposes of standards, the number of hours the main library building is open to the public during the winter.
ILL or Interlibrary loan	A transaction in which library material is loaned by one library to another outside its branch system for the use of an individual patron.
ILS	An Integrated Library System is a suite of library software for both public and library staff use consisting of modules to automate and coordinate common library operations such as circulation, catalog, serials, acquisitions, and ILL, with integrated Web content. In Wisconsin over 80% of the public libraries are part of a shared ILS often operated or coordinated by the library system.
Key Staff	Library employees whose position or duties require that the public or other libraries be able to contact them individually.
LAN	A Local Area Network is a computer network linking workstations, file servers, printers, and other devices within a local area, such as an office. LANs allow the sharing of resources and the exchange of both video and data.
MARC	Machine Readable Cataloging; the standard for bibliographic description encoded for computer processing.

Municipal population

The total number of persons who live inside the library's legal service jurisdiction; that is, the governmental unit(s) establishing the public library.

Nonresident Nonresidents are library users who live outside the library's legal service jurisdiction; that is, the governmental unit(s) establishing the public library.

Objectives In relation to planning, the means by which the library will measure its progress toward reaching a goal.

Output measures

Methods devised for measuring a library's performance, as determined by use of the library's resources and services.

Periodical A publication with a distinctive title intended to appear in successive numbers or parts at stated or regular intervals and, as a rule, for an indefinite time; magazines and newspapers are periodicals.

PLA The Public Library Association, a division of ALA (see above).

Processing The carrying out of the various routines before material is ready for circulation, including cataloging and physical preparation.

Public access workstation

Any computer or terminal available exclusively for public use in the library.

RL&LL Resources for Libraries & Lifelong Learning.

Resident A person who lives inside the library's legal service jurisdiction; that is, the governmental unit(s) establishing the public library.

Selection The process of choosing the books and other materials to be bought by a library.

Service population

The municipal population (see above) plus an estimated value for an additional service area population.

SLP Summer Library Program, an umbrella term for the children's activities and programs that a public library carries out during the summer.

Stakeholder An individual or group who has an interest in and influences library activities, programs and objectives.

Subscriptions The arrangement by which, in return for a sum paid in advance, periodicals, newspapers, or other serials are provided for a specified number of issues. As used in the quantitative measures of the standards, these are print and microform subscriptions only, not electronic or digital subscriptions.

SWOT Analysis

A strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or service. Strengths and weaknesses are internal to an organization while opportunities and threats originate from outside. A SWOT analysis, generally conducted early in the planning process, helps libraries evaluate outside factors and internal situations.

Title

A title is a publication that forms a separate bibliographic whole, whether issued in one or several volumes, reels, discs, slides, or parts. The term applies equally to printed materials, such as books and periodicals, and to audiovisual materials and microforms. Duplicate copies represent one title.

Union catalog A consolidated catalog of holdings from several libraries.

Virtual Reference

The remote delivery of reference information and source materials to users who are unable to visit the library, or who access such services after hours, or from their home, school, or office. The transaction is conducted via electronic “chat” or email, and questions are often fielded libraries cooperating in regional or national consortia.

Volumes

Volumes are the number of physical units or items in a collection. Items that are packaged together as a unit—e.g., two compact discs, two films, or two videocassettes—and are generally checked out as a unit, should be counted as one physical unit.

WAN

A Wide Area Network uses high-speed, long-distance communications technology to connect computers over long distances.

WAPL

Wisconsin Association of Public Libraries; a division of WLA.

Weeding

The selection of library material from the collection to be discarded, sold, or transferred to storage because of poor physical condition, outdated content, or limited popularity.

WISCAT

Wisconsin Catalog, the statewide database of holdings contributed by Wisconsin libraries of all types; currently available on the Web.

Wisconsin Talking Book and Braille Library

A federally funded library located in Milwaukee, which provides books and periodicals on discs and audio cassettes and in Braille for people of all ages throughout Wisconsin who are or have physical disabilities.

WLA

Wisconsin Library Association, the state professional library association.

Workstation

As used in the standards, any computer or computer terminal.