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Mississippi Public Library System Accreditation Program
MANUAL

Mississippi Library Commission

2007

**Mississippi
Public Library System
Accreditation Program Manual**

**Mississippi Library Commission
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PREFACE

The Mississippi Public Library System Accreditation Program, developed in accordance with *Mississippi Code 1972, Annotated, §39-3-351*, establishes public service incentives based on specific local service levels of public library systems in eight (8) categories:

Governance
Administration
Funding
Staffing
Collections
Services
Patrons and Community
Access

To develop the program, the Mississippi Library Commission (MLC) convened an Accreditation Advisory Committee of qualified public library professionals and trustees. In addition to the Mississippi Code requirements, the need for alternates and for balance in gender, geography, and type and size of public library system, were considered in committee selection. To ensure representation from as many library systems as possible, directors and trustees from the same systems were not selected. The Mississippi Public Library System Accreditation Program is the result of the extraordinary work of the 2006 Accreditation Advisory Committee:

Public Library Trustees:

Ida Givens (Grenada) - Elizabeth Jones Library, Grenada
Lynn Moses (Rolling Fork) - Sharkey-Issaquena County Library System, Rolling Fork
David Ables (Lucedale) – Jackson - George Regional Library System, Pascagoula
Florence Box (Starkville) – Starkville-Oktibbeha County Public Library System, Starkville
Yvonne Stanford (Clarksdale) - Carnegie Public Library of Clarksdale & Coahoma County, Clarksdale
Dee Tatum (Hattiesburg) - The Library of Hattiesburg, Petal and Forrest County, Hattiesburg
Birdie Jenkins (Oak Grove), Lamar County Library System, Purvis
Alternate - Bette Nelson (Iuka), Northeast Regional Library, Corinth

Professional Public Librarians:

Jan Willis - Lee-Itawamba Library System, Tupelo
Richard Greene - Mid-Mississippi Regional Library System, Kosciusko
Henry Ledet - Lincoln-Lawrence-Franklin Regional Library, Brookhaven
Patsy Brewer - Waynesboro-Wayne County Library System, Waynesboro
Deb Mitchell - Warren County-Vicksburg Public Library, Vicksburg
Alternate - Jenniffer Stephenson - Carroll County Public Library System, Carrollton
Alternate - Catherine Nathan - First Regional Library, Hernando

At Large:

Susan Cassagne – Natchez Adams Wilkinson Library Service, Natchez
Prima Plauche - Hancock County Library System, Bay St. Louis
Ben Petersen - Columbus-Lowndes County Library System, Columbus
Alternate - Linda Tufaro - Pearl River County Library System, Picayune
Alternate - Jane Smith, Mississippi Library Commission

The Library Commission wishes to thank the members of the 2006 Accreditation Advisory Committee for their unfailing commitment and hard work; to the public library system directors who attended a retreat and provided significant input; and to the public library community that participated in the town meetings and provided feedback on the draft measures throughout the process.

INTRODUCTION

Mississippi's Public Library System Accreditation Program is designed to assist public library systems in insuring all Mississippians have access to quality library services. Using levels of service as benchmarks, administrative boards of trustees and library directors can use these measures to direct local long-range planning and service delivery efforts. Specific measures are recommended in the areas of governance, administration and funding; staffing; collections; services; patrons and community; and access. By meeting these measures, a public library system can establish a baseline from which to build and expand library services.

The Public Library System Accreditation Program will serve as guide to expanding library services to all Mississippians now and in the future. These measures are a starting point that can grow and continue to have an impact on communities throughout our state for years to come.

The guiding principles of the Mississippi Public Library System Accreditation Program include:

- Accredit public library systems not individual public libraries.
- Allow public library systems two (2) years to comply with Level A before Personnel Incentive Grant Program funds to a public library system are impacted.
- Implement program by July 1, 2007.
- Establish tiered service measures with Level A least difficult to achieve to Level AAA most difficult.
- Protect funding levels for Level A (i.e. Base-level funding [Level A] is not eroded in order to implement Levels AA and AAA.
- Seek increased funding for Level A to ensure continuity of program and incentive funding for public library systems attaining Level AA or Level AAA.
- Require the library system to submit a "self report" each year on achievement of service measures.
- Review & revise service measures every three years.

The eighty-five (85) services measures in the program are cumulative - meaning to be accredited at Level A, all of the measures in Level A must be accomplished by a public library system. To be accredited at Level AA, all of the measures of Level A and Level AA must be met. Level AAA accreditation requires all of the measures in Level A, Level AA, and Level AAA be achieved.

Where appropriate, measures are progressive from Level A to Level AA to Level AAA. An example in the Access category:

- X1.** Service hours of each library location are fixed, posted, and based on patron needs.
- XX1.** One or more library locations in each county within the library system is open until at least 5:30 p.m. or later at least one day a week or offers weekend hours.
- XXX1.** In each county, the library system provides a minimum of 40 unduplicated hours of public service per week, including morning, afternoon, evening, and weekend hours to meet community preferences.

To be accredited and thereby remain eligible to participate in the Personnel Incentive Grants Program, a public library system must submit a report with supporting documentation to the Mississippi Library Commission by May 31st of each year. A sample of the required report is found in the Appendices of this manual. In addition to determining eligibility and funding level status for the Personnel Incentive Grant Program, the report can also assist a public library system in benchmarking local library services.

In recognition of the achievement of accreditation, a public library system receives Certificate of Recognition and, when another accreditation level is achieved and funds are available, a higher allocation rate of Personnel Incentive Grant Program funds.

HOW TO USE THIS MANUAL

This manual is intended to serve as a resource for public library system directors and administrative trustees in their efforts to achieve each accreditation level and progress to the next level. Since this is intended as a working document for both director and trustee, the manual:

- ▶ is divided according to the eight (8) service categories of the accreditation program, i.e. Governance, Administration, and Funding; Staffing; etc.
- ▶ references the legal code citation when applicable, i.e. *Mississippi Code of 1972, Annotated*, §39-3-17.
- ▶ refers frequently to two (2) basic works developed by the Mississippi Library Commission for the support of public library system directors and library trustees: *The Resource Guide for Directors of Mississippi Public Library Systems* (2004); and *Mississippi Trustee Handbook* (1998, revised 2007).
- ▶ provides definitions to words or terms when appropriate, i.e. MARC record; CREW method of weeding; etc.
- ▶ includes at the end of each section a recommended list of resources, i.e. library materials that can be requested by interlibrary loan from the collections of the Mississippi Library Commission.
- ▶ includes a check box beside each service measure.
- ▶ has appendices that include samples of required activities/documents in the accreditation program, i.e. community analysis; trustee board report card; etc.
- ▶ includes a table of contents and an index to provide greater access to the manual.
- ▶ includes a sample of the accreditation report to be submitted to the Library Commission by May 31 of each year.

It is hoped that this manual will be helpful. Assistance is available from the Mississippi Library Commission Development Services Division staff (1-800-647-7542). In addition, the Library Commission offers LSTA Professional Assistance Consulting grants to public library systems to obtain the services of a professional consultant to address specialized needs in such area as programming, technology, public relations, or other related issues.

GOVERNANCE, ADMINISTRATION, AND FUNDING

The ultimate responsibility and liability for the governance of a public library system in Mississippi resides with the administrative library board of trustees. Trustees must have a high degree of commitment measured by willingness to donate time and effort to work for the advancement of the library system. Trustees are the connection between the public library and its community. Trustees function as advocates and leaders for quality library services in their communities. They develop channels of communication and influence with community leaders and are willing to work with the public library system director for the fulfillment of the mission and goals of the library system.

The public library system is administered by a library director. The public library system director is hired by and is answerable to the administrative board of trustees. The director is responsible for all other personnel matters; establishing procedures to implement policies approved by the board; managing the daily affairs of the library system subject to oversight by the board; providing leadership and reporting to the board on important matters such as finances, budgets, personnel problems, grants, major expenditures; and preparing the annual report and other plans and documents.

GOVERNANCE – Level A

- G1. *The library system is established and maintained according to the provisions of state law. (Mississippi Code of 1972, Annotated §39-3-1)***
- G2. *One legally appointed and constituted administrative board of trustees governs the operation of the library system. The library system board has complete authority, within legal limits, over the library system's budget and over all gifts, bequests, and donations. (Mississippi Code of 1972, Annotated §39-3-13 (4))***
- G3. *The library system is operated according to all local, state, and federal statutory requirements. (e.g. FLSA, ADA, state purchasing laws, etc.)***

Most decisions made for the library system are influenced in some way by laws, government regulations, or judicial decisions. Some, but not all, applicable laws are mentioned in the *Resource Guide for Directors of Mississippi Public Library Systems*.

- G4. *The library system serves at least one (1) county and provides service on a county-wide basis. (Mississippi Code of 1972, Annotated §39-3-1)***

GOVERNANCE – Level AA

- GG1. *The library system administrative board adopts a process for developing a strategic plan.***

A major responsibility of the administrative library board is to envision and develop a direction for the library system. Strategic planning determines the direction in which a library system is going over the next three years, and how it's going to get there. The focus of a strategic plan is on the entire system and is long-range and comprehensive in nature. The strategic planning document is an understanding between the library system administration and staff, the administrative board of trustees and the public. The four basic elements comprising a strategic plan are:

1. vision - an image of what the future will be or could be
2. mission statement - broad enough to cover most contingencies
3. goals - supported by specific objectives and tasks
4. order - completion dates with individual responsibilities

The *Resource Guide for Directors of Mississippi Public Library Systems* provides an excellent outline of developing a mission statement, a strategic plan, a technology plan, and a building plan/program.

GG2. *The library system administrative board and director are members of the Mississippi Library Association.*

As part of professional growth and connectivity, membership in the state library association is critical for board members and director. Both should be actively involved in the association, participating in annual conferences and committees. Participation in the state library association offers the director and the administrative board of trustees networking and continuing education opportunities.

GOVERNANCE – Level AAA

GGG1. *The library system administrative board adopts a strategic plan to guide the library system at least every three (3) years. The strategic plan is aligned with the library system's community analysis, needs assessment plan, technology plan, collection development and management plan, staff development plan, and marketing plan.*

ADMINISTRATION – Level A

A1. *The library system administrative board meets at least once in each quarter, with the library system director in attendance, at a time and place convenient for the board and the community and in accordance with the state's open meetings law. (Mississippi Code of 1972, Annotated §39-3-17 (1) (b))*

A2. *Upon joining the library system administrative board, every trustee receives a copy of the Mississippi Trustees Handbook.*

The Mississippi Trustees Handbook is available on the Library Commission's website. The document can be downloaded as needed.

□A3. The library system board has written bylaws that outline purpose and operational procedures. These bylaws are reviewed at least every three years.

Guidelines for developing written bylaws are included in the *Mississippi Trustees Handbook* and a packet of information regarding bylaws is available from the Development Services Division of the Library Commission.

□A4. The library system board adopts written policies for operations, collection development and management, personnel, and Internet use. Policies are consistent with principles of intellectual freedom and the right of privacy as found in such documents as the U.S. Constitution and the Mississippi Code 1972 Annotated. The board reviews all policies at least every three years. All policies are available to staff and to the public.

Policies are the instruments through which the administrative library board governs the public library system. Policies are written statements that become administrative documents that serve to:

- ▶ support the mission, goals and objectives of the library system;
- ▶ clarify responsibilities of the library system staff and trustees; and
- ▶ protect the rights of individuals, both staff and customers.

After comparing the proposed policy against these criteria, it is always advisable to have legal counsel review a policy before the final adoption. Information on developing written policies is included in the *Mississippi Trustees Handbook* and the *Resource Guide for Directors of Mississippi Public Library Systems*. The Public Library Association offers online courses at: www.pla.org/ala/pla/plaevents/elearningpla/elearningpla.html.

□A5. The library system administrative board employs the library system director and delegates active management of the library system, including personnel administration, to the library system director. (Mississippi Code of 1972, Annotated §39-3-17 (I) (d)) and 39-3-17 (2))

The delineation of duties of the public library system director and the administrative board of trustees is outlined in the *Mississippi Trustees Handbook* and the *Resource Guide for Directors of Mississippi Public Library Systems*.

ADMINISTRATION – Level AA

□AA1. The library system director conducts an orientation for each new board member using the Mississippi Trustees Handbook as a guide.

□AA2. The library system has written procedures that implement board-approved policies.

Procedures are the written documents through which the library system director administers and implements board policy. Procedures clarify the duties and responsibilities of the administrative library board, the library system director and the staff for the achievement of the mission, goals and objectives of the library system.

□AA3. *The library system administrative board conducts an annual performance review of the director.*

A personnel performance appraisal is a formal annual interview between an employee and supervisor in which the work performance of the employee is examined and discussed. The personnel decisions of a public library system must be defensible. Without an effective appraisal system, it is difficult to ensure that personnel judgments are fair, nondiscriminatory, and legally defensible. There are a variety of appraisal systems. Some of the more common systems are discussed in the *Resource Guide for Directors of Mississippi Public Library Systems*.

ADMINISTRATION – Level AAA

□AAA1. *The library system administrative board members participate in board training every year.*

Examples of administrative board training include, but are not limited to, trustee training provided by Library Commission consultants; participation in workshops, state and national conferences; instruction from auditor, board attorney, bookkeeper, director; etc.

□AAA2. *Library system administrative board evaluates its performance annually.*

Just as evaluating the performance of the library system director is important, each trustee and the board as a whole should take time for self reflection to evaluate board performance. How well does the board function as a group? How well do individual trustees, fulfill their responsibilities? There are numerous ways that the library system's administrative board can evaluate its performance annually. An interesting evaluation method can be found in the Appendices – *Evaluation: Keeping an Eye on Progress (Trustee Board Report Card)*.

□AAA3. *The library system administrative board retains a board attorney.*

To "retain an attorney" means to have an attorney available to the board if a situation should arise. This can be done by general agreement between the board and an attorney and without payment unless the attorney's advice or services are required on a specific issue. While it is not essential for an attorney to regularly attend administrative board meetings, a number of library systems have found such to be very helpful, especially regarding personnel issues. With the attorney attending board meetings, the attorney is kept apprised of library law and local library issues.

FUNDING – Level A

□F1. *The library system is supported in whole or in part by public funds. (Mississippi Code of 1972, Annotated §39-3-1)*

□F2. *The director prepares a proposed annual budget reflecting the library system's priorities.*

F3. Library system administrative board reviews, modifies as necessary, and approves the proposed annual budget developed by library director and reflecting board-approved priorities and goals before submission to local funding entities.

Board approval of the proposed annual budget is recorded in the Board minutes.

F4. The library system administrative board submits an annual proposed budget to local funding authorities. (Mississippi Code of 1972, Annotated §39-3-17(1) (f)) The director and administrative board are available to make budget presentations to local funding entities.

F5. The library system administrative board reviews and adopts a final annual budget reflecting library goals and priorities and funding commitments.

A "budget request" is a planning document. The information requested and presented will not be the actual operational budget for the library system. The actual budget will depend on the appropriation allocated by the governing bodies. Actual practice is that the board approves and usually adopts the final form of a budget developed by the library system director. The *Mississippi Code 1972 Annotated*, §39-3-17 (4) says that the board; by spreading upon board minutes, authorizes the library system director to expend such funds for lawful purposes only and in accordance with the annual adopted budget.

F6. The library system director provides written financial and statistical reports for review at library system administrative board meetings and regularly communicates on matters that affect policy.

F7. The library system follows statutory requirements as to fiscal year, audits, and budgeting, and makes annual and other reports to funding authorities and the Mississippi Library Commission.

F8. Local funding for the library system is maintained at a level equal to or greater than the second preceding year.

Maintenance of effort, an eligibility requirement for a public library system's receipt of Personnel Incentive Grant Program funds, is determined by the Library Commission based on the annual financial audit submitted by the library system to the agency.

FUNDING – Level AA

FF1. The director and administrative board seek alternative sources of funding.

Examples: Grants, endowments, library foundation, bequests, gifts, donations, etc.

FUNDING – Level AAA

FFF1. *The library system administrative board actively pursues establishment or increase of millage and/or increased funding to support the library system's strategic plan.*

FFF2. *The library system administrative board and director develop advocates and partnerships.*

Public library services are unique in municipal and county government and are not always understood by local governing officials. It is essential that local and state officials understand the value of public library services. Library advocates fulfill this role. Advocates include: librarians, trustees, Friends of the Library, library customers, community and institutional leaders, and most important, people of all ages and all walks of life who know the public library to be an essential part of their community. Being an advocate means communication, as an individual or group, with decision makers and others in support of or opposition to specific issues. Successful advocacy combines lobbying techniques with marketing concepts and public relation skills to tell the library story.

RECOMMENDED RESOURCES GOVERNANCE, ADMINISTRATION, AND FUNDING

Allen, Bryce. "Public Opinion and the Funding of Public Libraries." *Library Trends* 51:3 (Winter 2003), 414-23.

California Association of Library Trustees and Commissioners. *Trustee Tool Kit for Library Leadership*. Sacramento: California State Library, 1998.

Carver, John. *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations*. Hoboken, NJ: Jossey-Bass, 2006.

Coffman, Steve. "Building a New Foundation: Library Funding." *Searcher* 14:1 (January 2006), 26-34.

Doyle, Robert P. *Trustee Facts File* [electronic resource]. Chicago: Illinois Library Association, 2004.

Gordon, Rachel Singer. *The Accidental Library Manager*. Medford, NJ: Information Today, 2004.

Hallam, Arlita. *Managing Budgets and Finances: A How-to-Do-It Manual for Librarians*. New York: Neal-Schuman Publishers, 2005.

Krois, Jerry. *Trustees' Corner: A Compendium of Articles on the Art of Trusteeship*. Cheyenne, WY: Wyoming State Library Division, 2002.

Library Administration and Management. Periodical. [MLC holdings: 1987-current.]

Matthews, Joseph R. *Strategic Planning and Management for Library Managers*. Westport, CT: Libraries Unlimited, 2005.

Moorman, John A. *Running a Small Library: A How-to-Do-It Manual*. New York: Neal-Schuman Publishers, 2006.

Mississippi Trustee Handbook. Jackson, MS: Mississippi Library Commission, 2006.

Nelson, Sandra S. *Creating Policies for Results: From Chaos to Clarity*. Chicago: ALA, 2003.

Prentice, Ann E. *Managing in the Information Age*. Lanham, MD: Scarecrow Press, 2005.

Pugh, Lyndon. *Managing 21st Century Libraries*. Lanham, MD: Scarecrow Press, 2005.

Resource Guide for Directors of Mississippi Public Library Systems. Jackson, MS: Mississippi Library Commission, 2004

Rivers, Vickie. *The Branch Librarian's Handbook*. Jefferson, NC: McFarland & Co., 2004.

Siess, Judith A. *The New OPL Sourcebook: A Guide for Solo and Small Libraries*. Medford, NJ: Information Today, 2006.

Swan, James. *Fundraising for Libraries: 25 Proven Ways to Get More Money for Your Library*. New York: Neal-Schuman Publishers, 2002.

STAFFING

A library system needs facilities, library materials, and funding, but how well the library system succeeds depends upon the staff of the library system. The success of the library system depends upon the effective management of the system's personnel. Balancing legal, humanistic, ethical, fiscal, organizational, and political personnel issues is the most complex activity in library management. Staffing begins with the library director. Other staff is added, as needed and as funding allows, to support the programs and services of the library system. All staff members must:

- possess a strong commitment to quality customer service
- understand the service goals and objectives of the library system
- be competent and well-trained

While the professional degree of librarianship, an accredited Master's Degree in Library Science, is recognized and desired, each library employee is valued for his or her specific talents and education. To this end, the Mississippi Library Commission is committed to the continued development of high quality library staff through a broad-based, annual continuing education program.

STAFFING – Level A

S1. *The library system has a permanent, paid, full-time director who has, or will have within two years of hire, a Masters Degree in Library Science from a school accredited by the American Library Association. (Mississippi Code 1972, Annotated §39-3-17 (2))*

S2. *The library system employs additional staff to provide services and oversee programs.*

S3. *Every new staff member, with the exception of custodial, maintenance, and student workers, has a minimum education of a high school diploma or a General Educational Development (GED).*

S4. *Every staff member is provided with a written job description and responsibilities.*

A job description is a written narrative of the major duties and responsibilities of a job. The job description can be a very useful legal tool. Because a job description states the essential job functions of a position and serves as the basic document for job performance appraisals, it is documentation for compliance with employment laws. For a good overview of the benefits of a well-written job description, how to write a job description, and samples of job descriptions, examine *The Resource Guide for Directors of Mississippi Public Library Systems*.

S5. *Every staff member is provided with access to a copy of the library system's policies and procedures.*

□S6. Every staff member is provided with access to a personnel handbook.

It is important that the library system have a personnel handbook that provides the system's employee with an accessible reference on issues concerning personnel. The handbook should be a clearly worded, easy to understand written explanation of personnel policies and procedures. For management, the handbook serves as a communication tool that reinforces the intent to provide guidance and consistency in the day-to-day administration of personnel. Access to the personnel handbook can be by way of:

- library system's webpage
- copies in the staff lounge
- copies with the personnel officer
- copy provided to each staff member upon hire

STAFFING – Level AA

□SS1. Every staff member receives formal orientation and training to implement the library system's policies and procedures.

Each new employee is given a planned orientation, making the employee welcome in the library system through the process. The immediate supervisor introduces the new employee to the staff of the system and conducts the formal orientation. The orientation introduces the employee to the mission, philosophy, goals and services of the library in addition to the individual's specific job responsibilities and a tour of the physical workplace. Another way to initiate a new staff member is to select a trusted employee to act as a "mentor" for the first few days of the new person's job. This mentor can explain the culture and hierarchy of the organization and answer any questions. Finally, the director should make the time at the end of the first day or the first week to meet with the new employee.

□SS2. In addition to the director, one or more staff members hold membership in at least one professional association.

A professional organization is a formal group of professionals dedicated to the support of and improvement of their profession. The Mississippi Library Association was organized in 1909 to establish and develop effective library services in the state.

The payment of membership fees in professional organizations by the library system is a local policy decision made by the administrative board of trustees.

□SS3. Every staff member is provided with the opportunity for training related to job duties.

□SS4. The library system reviews and updates job descriptions at least every three (3) years.

STAFFING – Level AAA

SSS1. *The library system employs paid staff at a minimum of .5 Full Time Equivalents (FTE) per 2,000 population served.*

Formula: Population served ÷ 2000 × .5 = Required FTEs

Example: The total service population of a public library system is 10,000. The library system is required to have 2.5 FTEs to meet this service measure. $(\{10,000 \div 2000\} \times .5 = 2.5 \text{ FTEs})$

Example: To meet this measure, a library system serving a population of 65,000 must have 16.25 FTEs. $(\{65,000 \div 2000\} \times .5 = 16.25 \text{ FTEs})$

Example: A library system with a service population of 150,000 must have 37.5 FTEs to accomplishing this measure. $(\{150,000 \div 2000\} \times .5 = 37.5 \text{ FTEs})$

SSS2. *New managers, who are not the system director, of library locations serving municipal populations of 10,000 or more have a minimum of a bachelor's degree.*

After July 1, 2007, any new employee hired to manage a library location (branch) serving a municipal population of 10,000 or greater must have a minimum of a bachelor's degree. (Municipal population is defined as the population of the actual incorporated municipality).

SSS3. *Every staff member receives a written annual job performance review.*

SSS4. *Every library system has a staff development plan aligned with its strategic plan.*

Staff development and training are essential to enable staff to accomplish the library system's mission and goals. Effective use of a library system's funds demands that a staff development plan, that updates and improves the skills of individual staff be in place. A percentage of the library system's annual budget should be allocated to staff development and training. A good resource for the development of a written staff training plan is *Developing a Staff Training Plan* by Jan Walker, Insight Consulting, P. A. (See Walker's presentation on the Library Commission's webpage under grants).

SSS5. *The library system has an ongoing program of cross training.*

Cross training of staff is a process whereby staff are required to learn library procedures of multiple library functions to ensure continuity of service, provide staff development opportunities, and promote an understanding of coworkers' job responsibilities.

RECOMMENDED RESOURCES STAFFING

Baldwin, David A. *The Library Compensation Handbook: A Guide for Administrators, Librarians, and Staff*. Westport, CT: Libraries Unlimited, 2003.

Cohn, John M. *Staffing the Modern Library: A How-to-Do-It Manual*. New York: Neal-Schuman, 2005.

Dewey, Barbara. *Achieving Diversity: A How-To-Do-It Manual for Libraries*. New York: Neal-Schuman, 2006.

Mayo, Diane. *Staffing for Results: A Guide to Working Smarter*. Chicago: ALA, 2002.

Trotta, Marcia. *Supervising Staff: A How-to-Do-It Manual for Librarians*. New York: Neal-Schuman, 2006.

COLLECTIONS

Collection management is a process of information gathering, communication, coordination, policy formation, evaluation, and planning. These processes, in turn, influence decisions about acquisition, retention, and access to information sources in support of the needs of a given community. The public library system collects materials based on system's mission and goals and the communities it serves. Collection development includes the planning, selecting and building of collections in all formats to meet community needs. The library system collection development policy, based on community needs, includes materials selection, requests for reconsideration of materials, collection specialties and purchase priorities, evaluation, and weeding.

COLLECTIONS – Level A

C1. *The library system has a written collection development and management policy.*

A collection development and management policy:

- documents how collection was built and describes future expansion
- focuses on communities' interests
- serves as consistent guide for selection
- defines the scope of collection and limitations
- incorporates the tenants of intellectual freedom and equal access

Information on developing a written collection development and management policy and the key elements of such a policy is located in the *Resource Guide for Directors of Mississippi Public Library Systems*.

C2. *The library system allocates funds for purchasing materials in all appropriate formats based on its collection development and management policy, community needs, and current usage. (Mississippi Code 1972, Annotated §39-3-17 (i))*

C3. *The library system maintains a collection evaluated using the CREW method and appropriate to the system's mission.*

The CREW (Continuous Review Evaluation and Weeding) method for weeding both book and media materials is used by many library systems. It is an effective process. Central to the concept is the acronym – “**MUSTIE**” which means:

- Misleading and/or factually inaccurate;
- Ugly (worn out beyond mending or rebinding);
- Superseded by a new edition or better source;
- Trivial (of no discernable literary or scientific merit to the collection);
- Irrelevant to the needs and interests of your community; and

- Elsewhere (the materials are obtained from another source through interlibrary loan, if needed).

A copy of *The CREW Method: Expanded Guidelines for Collection Evaluation and Weeding for Small and Medium-Sized Public Libraries* can be accessed on the Texas State Library and Archives Commission's web page at: www.tsl.state.tx.us/ld/pubs/crew/.

COLLECTIONS – Level AA

CC1. *The library system establishes and maintains a schedule for evaluating the collection at least every three (3) years to determine its usefulness according to the library's collection development and management policy.*

CC2. *The library system conducts a collection analysis using statistical data to identify strengths and weaknesses and allocates resources accordingly.*

To ensure that the library system is spending its library materials funds wisely and effectively, a collection analysis will correlate borrowing and lending activities of the library system collections with data that identifies potential areas for acquisition by evaluating the library system collections by subject, age, and use. Analysis of collections can be conducted manually or through the purchase of customized evaluations of the library system's holding such as WorldCat Collection Analysis.

COLLECTIONS – Level AAA

CCC1. *The library system updates its collection development and management policy at least every three (3) years based on its current strategic plan.*

CCC2. *The library system uses collection analysis data to make measurable improvements based on its strategic plan.*

Examples of measurable improvements are, but are not limited to:

- Major changes in the library system's collection development and management policy
- Three to five year budget increase
- Cooperative collection development purchasing plan with other library systems
- A focused fund raising effort

CCC3. *The library system completes a physical collections inventory at least every three (3) years.*

An inventory is a process by which the library system's holdings records (paper or electronic) are checked against the actual items on the shelf to determine if the item is still part of the collection and still meets selection criteria. The purposes of an inventory are: 1) to ensure that the paper or electronic "card catalog" accurately reflects the collection which is the key access point for users to locate information within the library system; 2) to maintain an accurate accounting of the library

system's physical assets; and 3) to ensure quality/quantity of the collection reflects diverse community needs.

CCC4. *The library system provides online databases, individually or through consortia agreements, to supplement MAGNOLIA databases.*

RECOMMENDED RESOURCES COLLECTIONS

- Anjejo, Rose. "Collection Development Policies for Small Libraries." *PNLA Quarterly* 70:2 (Winter 2006), 12-16.
- Boon, Belinda. *The CREW Method: Expanded Guidelines for Collection Evaluation and Weeding for Small and Medium-Sized Public Libraries*. Austin: Texas State Library, 1995.
- Evans, G. Edward. *Developing Library and Information Center Collections*. 5th ed. Westport, CT: Libraries Unlimited, 2005.
- Gregory, Vicki L. *Selecting and Managing Electronic Resources*. New York: Neal-Schuman, 2006.
- Greiner, Tony. "Collection Development and Shelf Space: A Proposal for Nonfiction Collections." *Public Libraries* 44:6 (November/December 2005), 347-50.
- Hoffman, Frank. *Library Collection Development Policies: Academic, Public, and Special Libraries*. Lanham, MD: Scarecrow Press, 2005.
- Johnson, Peggy. *Fundamentals of Collection Development and Management*. Chicago: American Library Association, 2004.
- Munroe, Mary Hovas. *Guide to Collection Development and Management Administration, Organization, and Staffing*. Lanham, MD: Scarecrow Press, 2001.
- RCL: Resources for College Libraries 2007*. Ed. Marcus Elmore. Chicago: American Library Association, 2006.

SERVICES

Since all library systems do not serve the same populations or offer the same services, relevance to local needs and conditions are essential. Therefore, the most basic, fundamental policy for a library system is the service policy. Service policies and services must be immune to ideological, political or religious censorship, or commercial pressures.

State law regarding “free use of public libraries” must guide the development of a service policy. *Mississippi Code 1972 Annotated §39-3-21* states:

Every public library or public library system established or maintained under this article shall be free for the use of the residents of the territory included within the library service area, subject to such reasonable rules and regulations as the administrative board of trustees finds necessary. Reasonable reimbursements may be collected for special library services, provided these are determined in advance and in writing by the administrative board of trustees.

The *Resource Guide for Directors of Mississippi Public Library Systems* provides guidance on writing the library system’s service policy.

SERVICES – Level A

□P1. *The library system provides materials, accepts requests for reserves, and offers interlibrary loan services in accordance with the library system’s policies and procedures.*

For popular titles/subjects, a library system cannot always afford sufficient copies to meet demand. A reserve system is needed to address need in a fair, organized way.

Not all titles needed by a library patron are appropriate for the local library collection. Participation in resource sharing cooperatives, interlibrary loan, provides a means to meet the individual information needs of patrons.

□P2. *Using all available resources, library locations provide reference and readers advisory services. Questions that cannot be answered locally are forwarded to the next appropriate level until resolved.*

Reference service is assisting individuals to locate specific needed information. Whether this assistance is given in person with the patron in the library, over the telephone, or via the Internet, the goal is to provide accurate and timely information which meets the patron’s needs. The core of reference service is: 1) provision of information; 2) guidance in choosing materials appropriate to a user’s needs, when requested; and 3) instruction in library use.

Readers’ advisory is the process of finding the kinds of reading material that a particular reader might enjoy reading, in contrast to the reference process, where the patron is looking for specific piece of information. In other words, it is the act of making connections between readers and

books - putting people together with books they will enjoy. An excellent presentation on readers' advisory skills can be found at: <http://www.arrowhead.lib.mn.us/renewal/readers.htm>

P3. *Library locations offer public access Internet computers located in public areas and designated for public use.*

P4. *The library system provides year-round programming for children and youth including a summer library program.*

Library programming is defined as a specific recreational, educational, or cultural group event or activity sponsored by the library system. Programs may be ongoing, a series, or a one-time event. Library programming requires:

- Planning a wide variety of programs based on community demographics.
- Budgeting funds for the annual programming.
- Selecting appropriate resources for planning and implementing programs that complement other library programs and services.
- Training to broaden knowledge.

Children are usually defined as persons 14 years of age or younger; young adults are generally in grades 9-12, typically from ages 14 or 15-18. Due to many school and social commitments, middle grade children and young adults are typically more difficult to attract to the library. Attracting this population requires diligence in programming. The *Resource Guide for Directors of Mississippi Public Library Systems* provides a section on programming ranging from children's programs, to adult programming, to family programs.

SERVICES – Level AA

PP1. *The library system analyzes usage, including reference transactions per capita and participation data as part of strategic planning.*

In order to set future directions, it is important to know where the library system is or has been. The analysis of statistical usage data can reveal trends and patterns that may not be immediately evident.

PP2. *The library system provides programming based on community needs.*

The first step in planning effective programming for library customers is to conduct a needs assessment of the community served. Such assessments should identify the groups to be served. One method of assessing community needs is an annual survey asking the community what types of programs would be of interest. Surveys may be distributed at the library, local

businesses, health care centers, local churches, and on the library system's website. Because one of the goals of library programming is to attract new users, it is imperative that the entire community be surveyed not just current users. Census data on the community such as age, income, occupation, sex, religion, nationality, and race may also be used to create a community profile. See Sample Needs Assessment Survey and Program Request form in the Appendix of the *Resource Guide for Directors of Mississippi Public Library Systems*.

SERVICES – Level AAA

PPP1. *The library system offers outreach and extension services based on community analysis.*

Extension services, when applied to libraries, means providing library services in different venues. Extension services can be divided into community services and outreach services. The former seeks to identify the library as a contributing member of the community, while the latter promotes new and existing library services available outside the physical structure of the library.

Identifying the library as a contributing member of the community is the message that *The Library's Contribution to Your Community* (LCTYC) tries to help librarians convey. The step-by-step manual is designed to assist in the documentation of the economic and social contribution of the library to the community. The library needs to demonstrate that its work and activities add value to the community.

Library systems traditionally offer outreach services to various groups in the community based on the library's mission and service policy. Examples of outreach services include storyhours in daycares, nursing home programs, English-as-a-Second Language classes at a community center, jail library services, mail library services, shut-in services, etc.

PPP2. *Based on its strategic plan, the library system uses results of data analysis to improve services and programs.*

Library services and programs must reflect community demographics and library usage changes.

PPP3. *The library system provides enhanced programming for its patrons.*

Enhanced programming entails specialized programming to meet a niche within the community. While such a program is open to all, the program is designed for a specific audience, i.e. "Protecting Your Idea: A workshop for Inventors."

RECOMMENDED RESOURCES SERVICES

Cerny, Rosanne. *Outstanding Library Services to Children: Putting the Core Competencies to Work*. Chicago: American Library Association, 2006.

Christopher, Connie. *Empowering Your Library: A Guide to Improving Service, Productivity, and Participation*. Chicago: ALA, 2003.

Hernon, Peter. *Improving the Quality of Library Services for Students with Disabilities*. Westport, CT: Libraries Unlimited, 2006.

Southern Ontario Library Service. *The Library's Contribution to Your Community: A Resource Manual for Libraries to Document their Social and Economic Contribution to the Local Community*. Toronto: Southern Ontario Library Service, 1998.

Todaro, Julie Beth. *Training Library Staff and Volunteers to Provide Extraordinary Customer Service*. New York: Neal-Schuman, 2006.

PATRONS AND COMMUNITY

It is especially important for the library system board of trustees and director to understand the communities that the library system represents. A knowledge of library users, as well as those segments of the community who do not use the library, and the diversity within communities is critical. Why do segments of the community not use the library? An analysis can inform the library system how to best support the communities and involve the communities in supporting the library system, and is critical for the development of marketing and outreach programs.

PATRONS AND COMMUNITY – Level A

M1. *The library system maintains a registration file of patrons.*

A registration file is an electronic or paper record of library patrons who have registered to check out materials or use library resources.

M2. *The library system determines the number of people coming into library locations each year and then compares the number of patrons with the service area population.*

The number of people coming into the library system includes all persons entering the facilities regardless of usage. Counts are based on total of daily door counts at all branches or on the extrapolated (\times 52 weeks) total from a designated week where all branches count the number of people entering each facility.

Service area population is the number of people residing within the geographical boundaries of the public library system.

The purpose of the comparison is to determine what percentage of the population is actually using the physical facilities of the library system. This information is useful in planning the location and size of future facilities or determining alternative service delivery locations.

PATRONS AND COMMUNITY – Level AA

MM1. *The library system keeps patron registrations current. Registration records are updated at least every three (3) years.*

Electronic or paper registration records are purged at least every three (3) years to ensure patron information is current and to provide an accurate count of actual library users.

MM2. *The library system conducts a community analysis at least every three (3) years as part of an ongoing planning process.*

Community analysis is an ongoing process to understanding the population residing within the geographic boundaries of the library system, including socio-economic characteristics, library and information needs, and patterns of library use. The information acquired through the process is used to improve library services and programs. There are numerous methods that can be used

in a community analysis. It is important to choose methods that are appropriate. The method chosen will depend on the type of information needed, the time, cost and expertise involved in data gathering and the degree of customer involvement. Methods include, but are not limited to:

- ▶ analyzing census data for community demographics
- ▶ conducting surveys
- ▶ holding community meetings
- ▶ using focus groups

Possible information to be gathered about communities includes, but is not limited to, age, sex, ethnicity, educational characteristics, birth and death, employment rates, mix of business, agricultural, industrial, and service sectors, economic cycles, institutions, clubs, societies, religious groups, traditions, and history, and agencies, other libraries, schools, newspapers, magazines, bookstores, radio and television stations.

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

One method advocated for libraries is the Community Analysis Research Institute Model (CARI). This research process looks at a community from four perspectives: individuals, groups, agencies and lifestyles. This systematic and overlapping approach overcomes any bias which might arise from examining data gathered from only one viewpoint. Access at http://skyways.lib.ks.us/pathway/ca_quickref.html.

Another interesting method can be found in the Appendices – *Library Research Service Community Analysis Scan Form*.

□MM3. *The library system provides a variety of opportunities for feedback from the public.*

The library system can generate a lot of data - the number of library patrons registered; people coming into different library locations; library materials loans; reference statistics; public access computer usage. While all of this is useful information, measuring the effectiveness of library services and programs must also be obtained from the library system's users. The process of gathering information directly from individuals such as library users, staff, and residents is done through customer surveys.

Surveys allow input from a varied cross-section of community members -- both users and potential users. Surveys may be done in person, by telephone, by mail, or with a variety of drop-off and pick-up methods. Surveys are flexible, adaptable, and efficient, but require careful design, pre-testing, administration, and interpretation.

Another effective method of getting feedback from the public is a focus group. A focus group usually consists of 8-12 people with common characteristics who agree to participate in a structured but informal discussion of issues related to products or services of the sponsoring

organization. To accurately assess a community using the focus group method, several different focus groups are necessary.

Other methods of obtaining input are:

- seasonal quick survey of library users that come into the facilities
- suggestion boxes
- complaint forms
- user requests

□MM4. *The library system promotes its collections and services by using three or more approaches to publicity.*

Library promotion is a coordinated effort to communicate a positive image of the library and advertise the availability of the library's materials, services, and programs. Positive public relations and promotional activities can be accomplished in a variety of ways including, but not limited to:

- annual reports attractively packaged and made available to the public
- attractive and frequently changed exhibits, displays, and bulletin boards
- newspaper articles, columns, or advertisements
- presentations to community groups and organizations
- posters, flyers, brochures, and bookmarks about library programs & services
- staff and board involvement in community organizations and activities
- TV and/or radio exposure
- visually appealing printed materials, graphics, and signage inside & outside the library
- library walk-about to assess projected image
- web site

PATRONS AND COMMUNITY – Level AAA

□MMM1. *The library system uses community analysis data, data from library operations, and feedback from members of the public to improve services and programs.*

□MMM2. *The library system has a marketing plan based on its strategic plan.*

Public relations is the process of invoking a public understanding of goodwill toward the public library system. A public relations program is an integral part of the library system's strategic plan. A plan builds good customer relations, and contributes to a positive relationship with the media, businesses, and other local government agencies/organizations. It is important to remember that the public relations efforts of the library system have to be continuous. A public relations plan should be written by the director or his/her designee, approved by the administrative board of trustees, and reviewed on an annual basis.

The *Resource Guide for Directors of Mississippi Public Library Systems* discusses the components of a public relations plan and how to conduct a marketing audit. A unique way to develop a marketing plan is to utilize the *Staying Connected* information developed by the Bill &

Melinda Gates Foundation, ignoring the technology slant. The information and organization is superb and the activities are broken down into “bite sized” sections. With the usual Gates attention to detail, the manual is available at: <http://www.gatesfoundation.org/Libraries/USLibraryProgram/Stayingconnected/>

□MMM3. *The library system identifies community support groups and establishes partnerships.*

To enhance effectiveness, library programs and services must be leveraged through partnership with other organizations. A true partnership must be mutually beneficial between the partners for it to be successful. Potential community partners can be identified in the community analysis process. Possible partner groups include, but are not limited to: Friends of the Library; Chamber of Commerce; garden clubs; Homemaker’s Club; Junior Auxiliary; Literacy Council; fraternities and sororities; businesses; historical, genealogical and cultural organizations; museums; and educational groups, to name only a few.

The American Library Association’s web page on Projects and Partnerships is a very good resource for this topic. (www.ala.org/ala/projectspartners/projectspartnerships.htm)

RECOMMENDED RESOURCES PATRONS AND COMMUNITY

Birkmeyer, Karl. *Marketing Your Library*. Towson, MD: Library Video Network, 2005.

Fisher, Patricia H. *Blueprint for Your Library Marketing Plan: A Guide to Help You Survive and Thrive*. Chicago: ALA, 2006.

Fitch, Brad. *Media Relations Handbook for Agencies, Associations, Nonprofits, and Congress*. Alexandria, VA: The Capitol.Net, 2004.

Pfeil, Angela B. *Going Places with Youth Outreach: Smart Marketing Strategies for Your Library*. Chicago: ALA, 2005.

Siess, Judith A. *The Visible Librarian: Asserting Your Value with Marketing and Advocacy*. Chicago: American Library Association, 2003.

ACCESS

Equitable access to all is an integral part of the mission of the public library. This access includes meeting the diverse recreational and informational needs of the residents beyond the confines of its own facilities and collections. Equitable access required the movement of barriers to library services, especially for those patrons with special needs.

Library buildings housing the library system's services have a direct effect on access. Public library buildings must be inviting, flexible and accessible to all. Building designs should focus on user efficiencies to encourage extensive public use and on staff efficiencies to encourage and support productivity.

Access refers not only to the physical library and to the number of hours open, but also to the remote access outside the physical facility. Access encompasses bibliographic access to the library's collections, to collections, databases, and the resources of other library systems.

ACCESS – Level A

X1. *Service hours of each library location are fixed, posted, and based on patron needs.*

X2. *The library system branches have telephones with the numbers listed in local phone directories.*

Each branch library is listed in the white and yellow pages of the telephone directory most readily available to patrons and residents of the communities served.

X3. *A book return is provided in at least one library location in each county.*

A book drop/return is provided for returning library materials when the libraries in the county are closed.

X4. *The library system has a catalog of holdings that is easily accessible to patrons and staff.*

A catalog is a listing of the library system's holdings. Catalogs can take many forms, including book, card, microfiche, and computer databases.

ACCESS – Level AA

XX1. *One or more library locations in each county within the library system is open until at least 5:30 p.m. or later at least one day a week or offers weekend hours.*

XX2. *Each library location is well-lighted and utilizes appropriate signage.*

□XX3. *Patrons can access library services remotely—ask a question, place a hold, renew an item, and find the location and hours of library facilities and programs.*

Remote access is defined as access outside the library through telecommunications devices (i.e. telephone, computer, PDA, etc.).

□XX4. *The library system provides a web page with contact information, hours, and service location information.*

The Library Commission can provide computer server space and a basic template for a library system web page.

□XX5. *The library system conducts an annual needs assessment of facilities, equipment, and access.*

The written assessment of all service outlets (branches) considers compliance with the Americans with Disabilities Act (ADA), current space requirements, community study findings, and changes in access points, services, space requirements for new and emerging services and programs, accessibility, and safety & security issues.

□XX6. *The library system establishes and maintains machine-readable (MARC) records.*

A MARC record is a Machine-Readable Cataloging record. "Machine-readable" means that a computer can read and interpret the standardized data in the cataloging record. The library system converts its bibliographic and holdings information into machine-readable form. Choosing to use MARC enables the library system to acquire cataloging data that is predictable, reliable, and transportable. Using the MARC standard also enables the library system to make use of commercially available library automation systems to manage library operations.

ACCESS – Level AAA

□XXX1. *In each county, the library system provides a minimum of forty unduplicated hours of public service per week, including morning, afternoon, evening, and weekend hours to meet community preferences.*

Unduplicated hours of public services mean that, within a county, an individual must have access to an open public library at least 40 hours per week. To meet this measure, these hours may be distributed across a number of branches. However, the hours cannot overlap unless the total number of hours of access exceeds 40 hours per week. The forty hour period must also include morning, afternoon, evening and weekend hours. Evening hours are hours after 5:30 p.m.

Example: A single county public library system with three (3) branches -

Library A (45 hours)
Monday – Friday 8–5

Library B (43 hours)
Monday – Friday 10-6
Saturday 10-1

Library C (12 hours)
Mon., Wed., Friday – 8-12

□**XXX2.** *Directional signs are placed at key locations in each community to guide people to the public library.*

Example: A blue universal library sign is placed on Main Street with an arrow pointing to the left indicating an individual should turn left at the next cross street to reach the public library.

□**XXX3.** *The library system uses needs assessment data, as part of the strategic plan, to provide facilities, equipment, and access appropriate to support library services and programs.*

A needs assessment determines how well the library system is currently meeting the needs of the system's communities and what other types of resources and services it can provide in the future. The same methods used for a community analysis can be used for a needs assessment whether conducted by the library system staff or by an outside consultant. While not easy, the results of a needs assessment can be used to determine such issues as:

- How the user community is changing (e.g., socioeconomic status, demographics, etc.)
- The success of current library services and how such services might be improved to reflect community needs
- Whether staffing patterns and library hours are adequate
- If the space and physical building facilities are adequate for providing library services

The most important aspect of a needs assessment is the gathering of demographic data (e.g. age characteristics, size, race, income, employment, etc.) Sources are:

- ▶ U.S. Census Bureau (www.census.gov/) – This is the most extensive site for information on income, poverty, population projections.
- ▶ American Fact Finder (<http://factfinder.census.gov/>) - This site includes easy to search data arranged both alphabetically and geographically on population, housing, economics, and geography.

□**XXX4.** *The library system makes information available via the state VUC/ILL system.*

The Library Commission has developed a Mississippi Statewide Virtual Union Catalog and Interlibrary Loan System which provides statewide access to library catalogs across the state. The goal of the system is to facilitate the statewide sharing of materials.

RECOMMENDED RESOURCES ACCESS

Crews, Kenneth. *Copyright Law for Librarians and Educators: Creative Strategies and Practical Solutions*. Chicago: ALA, 2005.

Fine, Jerold W. *Building Blocks for Planning Functional Library Space*. Lanham, MD: Scarecrow Press, 2001.

Lushington, Nolan. *Libraries Designed by Users: A 21st-Century Guide*. New York: Neal-Schuman, 2002.

McCabe, Gerard. *Planning the Modern Public Library Building*. Westport, CT: Libraries Unlimited, 2003.

Taney, Kimberly Bolan. *Teen Spaces: The Step-By-Step Library Makeover*. Chicago: American Library Association, 2003.

Woodward, Jeannette. *Creating the Customer-Driven Library: Building on the Bookstore Model*. Chicago: ALA, 2005.

SERVICE MEASURES GRID
(by category across levels)

Category	Level A	Level AA	Level AAA
Governance	<p>G1. The library system is established and maintained according to the provisions of state law.</p> <p>G2. One legally appointed and constituted administrative board of trustees governs the operation of the library system. The library system board has complete authority, within legal limits, over the library system's budget and over all gifts, bequests, and donations.</p> <p>G3. The library is operated according to all local, state, and federal statutory requirements. (e.g. FLSA, ADA, state purchasing laws, etc.)</p> <p>G4. The library system serves at least one (1) county and provides service on a county-wide basis.</p>	<p>GG1. The library system administrative board adopts a process for developing a strategic plan.</p> <p>GG2. The library system administrative board and director are members of the Mississippi Library Association.</p>	<p>GGG1. The library system administrative board adopts a strategic plan to guide the library system at least every three (3) years. The strategic plan is aligned with the library system's community analysis, needs assessment plan, technology plan, collection development and management plan, staff development plan, and marketing plan.</p>

Administration	<p>A1. The library system administrative board meets at least once in each quarter, with the library system director in attendance, at a time and place convenient for the board and the community and in accordance with the state's open meetings law.</p> <p>A2. Upon joining the library system administrative board, every trustee receives a copy of the Mississippi (MS) Trustees Handbook.</p> <p>A3. The library system board has written bylaws that outline purpose and operational procedures. These bylaws are reviewed at least every three years.</p> <p>A4. The library system board adopts written policies for operations, collection development and management, personnel, and Internet use. Policies are consistent with principles of intellectual freedom and the right of privacy as found in such documents as the U.S. Constitution and the Mississippi Code 1972 Annotated. The board reviews all policies at least every three years. All policies are available to staff and to the public.</p> <p>A5. The library system administrative board employs the library system director and delegates active management of the library system, including personnel administration, to the library system director.</p>	<p>AA1. The library system director conducts an orientation for each new board member using the MS Trustees Handbook as a guide.</p> <p>AA2. The library system has written procedures that implement board-approved policies.</p> <p>AA3. The library system administrative board conducts an annual performance review of the director.</p>	<p>AAA1. The library system administrative board members participate in board training every year.</p> <p>AAA2. Library system administrative board evaluates its performance annually.</p> <p>AAA3. The library system administrative board retains a board attorney.</p>
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Funding	<p>F1. The library system is supported in whole or in part by public funds.</p> <p>F2. The director prepares a proposed annual budget reflecting the library system's priorities.</p> <p>F3. Library system administrative board reviews, modifies as necessary, and approves the proposed annual budget developed by library director and reflecting board-approved priorities and goals before submission to local funding entities.</p> <p>F4. The library system administrative board submits an annual proposed budget to local funding authorities. The director and administrative board are available to make budget presentations to local funding entities.</p> <p>F5. The library system administrative board reviews and adopts a final annual budget reflecting library goals and priorities and funding commitments.</p> <p>F6. The library system director provides written financial and statistical reports for review at library system administrative board meetings and regularly communicates on matters that affect policy.</p> <p>F7. The library system follows statutory requirements as to fiscal year, audits, and budgeting, and makes annual and other reports to funding authorities and the Mississippi Library Commission.</p> <p>F8. Local funding for the library system is maintained at a level equal to or greater than the second preceding year.</p>	<p>FF1. The director and administrative board seek alternative sources of funding.</p>	<p>FFF1. The library system administrative board actively pursues establishment or increase of millage and/or increased funding to support the library system's strategic plan.</p> <p>FFF2. The library system administrative board and director develop advocates and partnerships.</p>
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Staffing	<p>S1. The library system has a permanent, paid, full-time director who has, or will have within two years of hire, a Masters Degree in Library Science from a school accredited by the American Library Association.</p> <p>S2. The library system employs additional staff to provide services and oversee programs.</p> <p>S3. Every new staff member, with the exception of custodial, maintenance, and student workers, has a minimum education of high school diploma or General Educational Development (GED).</p> <p>S4. Every staff member is provided with a written job description and responsibilities.</p> <p>S5. Every staff member is provided with access to a copy of the library system's policies and procedures.</p> <p>S6. Every staff member is provided with access to a personnel handbook.</p>	<p>SS1. Every staff member receives formal orientation and training to implement the library system's policies and procedures.</p> <p>SS2. In addition to the director, one or more staff members hold membership in at least one professional association.</p> <p>SS3. Every staff member is provided with the opportunity for training related to job duties.</p> <p>SS4: The library system reviews and updates job descriptions at least every three (3) years.</p>	<p>SSS1: The library system employs paid staff at a minimum of .5 Full Time Equivalent (FTE) per 2,000 population served.</p> <p>SSS2. New managers, who are not the director, of library locations serving a municipal population of 10,000 or more have a minimum of a bachelor's degree.</p> <p>SSS3. Every staff member receives a written annual performance review.</p> <p>SSS4. Every library system has a staff development plan aligned with its strategic plan.</p> <p>SSS5. The library system has an ongoing program of cross training.</p>
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<p style="text-align: center;">Collections</p>	<p>C1. The library system has a written collection development and management policy.</p> <p>C2. The library system allocates funds for purchasing materials in all appropriate formats based on its collection development and management policy, community needs, and current usage.</p> <p>C3. The library system maintains a collection evaluated based on the CREW method and appropriate to the system's mission.</p>	<p>CC1. The library system establishes and maintains a schedule for evaluating the collection at least every three years to determine its usefulness according to the library's collection development and management policy.</p> <p>CC2. The library system conducts a collection analysis using statistical data to identify strengths and weaknesses and allocates resources accordingly.</p>	<p>CCC1. The library system updates its collection development and management policy at least every three (3) years based on its current strategic plan.</p> <p>CCC2. The library system uses collection analysis data to make measurable improvements based on its strategic plan.</p> <p>CCC3. The library system completes a physical collections inventory at least every three (3) years.</p> <p>CCC4. The library system provides online databases, individually or through consortial agreements, to supplement MAGNOLIA databases.</p>
<p style="text-align: center;">Services</p>	<p>P1. The library system provides materials, accepts requests for reserves, and offers interlibrary loan services in accordance with the library system's policies and procedures.</p> <p>P2. Using all available resources, library locations provide reference and readers advisory services. Questions that cannot be answered locally are forwarded to the next appropriate level until resolved.</p> <p>P3. Library locations offer public access Internet computers located in public areas and designated for public use.</p> <p>P4. The library system provides year-round programming for children and youth including a summer library program.</p>	<p>PP1. The library system analyzes usage, including reference transactions per capita and participation data as part of strategic planning.</p> <p>PP2. The library system provides programming based on community needs.</p>	<p>PPP1. The library system offers outreach and extension services based on community analysis.</p> <p>PPP2. Based on its strategic plan, the library system uses results of data analysis to improve services and programs.</p> <p>PPP3. The library system provides enhanced programming for its patrons.</p>

Patrons sand Community	<p>M1. The library system maintains a registration file of patrons.</p> <p>M2. The library system determines the number of people coming into the library locations during a specified time each year and then compares the number of patrons with the service area population.</p>	<p>MM1. The library system keeps patron registrations current. Registration records are updated at least every three (3) years.</p> <p>MM2. The library system conducts a community analysis at least every three (3) years as part of its ongoing planning process.</p> <p>MM3. The library system provides a variety of opportunities for feedback from the public.</p> <p>MM4. The library system promotes its collections and services by using three or more approaches to publicity.</p>	<p>MMM1. The library system uses community analysis data, data from library operations, and feedback from members of the public to improve services and programs.</p> <p>MMM2. The library system has a marketing plan based on its strategic plan.</p> <p>MMM3. The library system identifies community support groups and establishes partnerships.</p>
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<p>Access</p>	<p>X1. Service hours of each library location are fixed, posted, and based on patron needs.</p> <p>X2. The library system service outlets have telephones with the numbers listed in local phone directories.</p> <p>X3. A book return is provided at one library location in each county.</p> <p>X4. The library system has a catalog of holdings that is easily accessible to patrons and staff.</p>	<p>XX1. One or more library locations in each county within the library system is open until at least 5:30 p.m. or later at least one day a week or offers weekend hours.</p> <p>XX2. Each library location is well-lighted and utilizes appropriate signage.</p> <p>XX3. Patrons can access library services remotely—ask a question, place a hold, renew an item, and find the location and hours of library facilities and programs.</p> <p>XX4. The library system provides a web page with contact information, hours, and service location information.</p> <p>XX5. The library system conducts an annual needs assessment of facilities, equipment, and access.</p> <p>XX6. The library system establishes and maintains machine-readable (MARC) records.</p>	<p>XXX1. In each county, the library system provides a minimum of forty unduplicated hours of public service per week, including morning, afternoon, evening, and weekend hours to meet community preferences.</p> <p>XXX2. Directional signs at key locations in the community direct people to library locations.</p> <p>XXX3. The library system uses needs assessment data, as part of the strategic plan, to provide facilities, equipment, and access appropriate to support library services and programs.</p> <p>XXX4. The library system makes information available via the state VUC/ILL system.</p>
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Evaluation: Keeping on Eye on Progress **Chapter 2. Board Organization**

Evaluation: Keeping on Eye on Progress

Evaluation is a broad area of responsibility inherent in all trustee duties, particularly in planning and policy making. Evaluation is the continuous process of looking at all phases of library operation to assure the machinery is running well. Most boards lack a formal method of systematic evaluation. They evaluate by instinct, “feel,” public outcry, staff discontent, or building conditions. In effect, a decision is made to react, rectify, change, shift, retract, or hire without researching the facts or following the library director's recommendations.

Boards can be more decisive if their decision making is based upon systematic annual evaluations as well as continuous informal monitoring of library progress. Areas for annual evaluations should include the following:

1. Overall progress of the library program and planning
2. Performance of the director
3. Self evaluation of the board's effectiveness (individual trustees and the board as a whole)

Evaluation of the Library

Local trustees should work with the library director and staff to develop evaluation criteria, form and process to monitor the level of library services. Evaluation must be part of the library's long range planning. Please refer to Chapter 5 of this *Handbook* for a fuller discussion of planning. You might develop a checklist of evaluative questions divided into several major areas:

- Trustees
- Buildings
- Public Services
- Materials and Collections
- Staffing Levels and Accomplishments
- Community Relations and Public Image
- Budget and Funding
- Administration

Evaluation of the Director

Please refer to Chapter 6 of this *Handbook* for an in depth discussion of the evaluation of the director.

Evaluation of Board of Trustees

Just as evaluating the library director's performance is an important and necessary function of every library board, each trustee and the board as a whole should take some time for self reflection to evaluate their own performance. How well does the board function as a whole? How well do you, as an individual trustee, fulfill your responsibilities? Here are some questions to ask and answer on annual basis.

Trustee Tip

Committees issue recommendations to the board but do not make the decisions. Written committee reports distributed before the board meetings are the most effective vehicle for communicating the committee's stance.

Massachusetts Board of Library Commissioners
Massachusetts Public Library Trustee Handbook

Trustee Board Report Card

Does the board operate under a written set of bylaws and follow the laws that govern board operations? Is there an effective committee structure that involves all members in board work? Do any of the bylaws need to be revised to more accurately reflect the true workings of the board?

Are board meetings run in a business-like manner with a minimum amount of time devoted to unimportant matters?

Does the board meet monthly at a regular time with an agenda and relevant documents distributed in advance? Are minutes compiled and mailed to members following the meetings?

Are arrangements made to ensure that the library director attends board meetings and committee meetings? Do you have a training or orientation program for new trustees which is jointly conducted by senior trustees and the library director? Is a local trustee notebook maintained to supplement the handbook published by the Board of Library Commissioners?

Does the board work closely with municipal governing agents who appoint trustees? Are qualifications and duties clearly stated? Are terms of appointment limited? Does the board represent the whole community? Has the board done everything it can to improve cooperation with local government officials?

Do board members and each library maintain an up-to-date policy manual? Do any policies need to be reviewed or added?

Has the board adopted a written statement of goals and objectives which serves as the basis for services and activities?

Is there a step-by-step long range plan for the future growth and development of the library?

Does the board work systematically to assure adequate current and future library funding? Does the board systematically evaluate itself, the director and library plan annually?

Does the board encourage and fund members' and staff attendance at local, state and national library meetings? Is there good communication between the library director and the board, between the president and the members, between the board and related public groups, among various board members?

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Massachusetts Board of Library Commissioners 98 North Washington St., Suite 401, Boston, Massachusetts 02114
Tel: 617-725-1860 800-952-7403 (in state) Fax: 617-725-0140

http://mbic.state.ma.us/advisory/trustees/trustees_handbook

Special thanks to the Massachusetts Board of Library Commissioners for permission to reproduce select pages from the Massachusetts Public Library Trustees Handbook.

Individual Trustee Report Card

1. Do you understand and respect the different roles and duties of the library director and the trustee board?
 Yes No
2. Have you attended every board meeting and assigned committee meetings since becoming a trustee?
 Every meeting Missed some Occasionally attended
3. Do you prepare and study the materials necessary to be a well-informed board participant?
 Always Frequently Occasionally Seldom
4. Do you regularly read at least one library periodical and consult relevant books or pamphlets?
 Yes No
5. Do you strive to be aware of the implications of local, state, and national legislation? Do you actively lobby at least on the local and state level?
 Yes No
6. How many library-oriented state and national meetings or library workshops have you attended in the past year?
 6 or more 3 or more 1 or more None
7. How many community events or meetings have you attended as a representative of the library in the last year?
 6 or more 3 or more 1 or more None
8. Do you accompany the director to budget hearings before governing officials and actively work to gain funding from a variety of sources?
 Yes No Sometimes
9. Have you visited your local library in the last month?
 Yes No
10. Have you reviewed the library's policy manual to make sure you understand the rationale for service and need for revision?
 Yes No
11. Have you reviewed the library's goals, objectives and long range plan in the past year?
 Yes No
12. When visiting other cities and other states, do you visit the local library?
 Yes No
13. Do you participate in evaluating the library director annually and discussing board expectations?
 Yes No
14. Have you read Massachusetts library laws and reviewed how these laws affect your responsibilities?
 Yes No
15. Are you a current member of any professional library associations?
 Yes No

Library Research Service Community Analysis Scan Form

1. What is the population of your community (Library Service Area - LSA)? What is the projected population in 5 years?

Sources for most recent data:

- **Colorado Population and Demography - Division of Local Government**
Data includes municipal population estimates, historical data, and selected 2000 census figures.
<http://dola.colorado.gov/demog/demog.cfm>
- **Library Research Service, Colorado Public Library Annual Report**
The Library Research Service has the only site with exact LSA population figures for Colorado public libraries.
http://www.lrs.org/pub_stats.php
- **City-Data.com**
Data collected and analyzed about thousands of cities and towns in the United States.
<http://www.city-data.com/>

Projected Population Sources:

- **Division of Local Government**
Colorado county and state population data projected for every five years through the year 2015.
<http://dola.colorado.gov/demog/PopulationTotals.cfm>

2. What percent of the people living in your community are:

	2000	Latest year available	In 5 years	In 10 years
Less than 5 years old				
Between 5 & 17 years				
Between 18 & 24 years				
Between 25 & 44 years				
Between 45 and 64 years				
Age 65 and older				

- **Census Bureau Population Estimates by Economic topic**
<http://www.census.gov/population/www/>

3. How many people in single-parent households are there in your community? How many people in family households?

- **Census Bureau MapStats page**
Click on your state and county and link to the Summary Tape File 3A table, number P17 to find information about the number of people in different types of households.
<http://quickfacts.census.gov/qfd/index.html>

4. How many people speak a language other than English at home in your community?

_____ Spanish _____ French _____ Chinese _____ German _____ Vietnamese _____ Other

- **Census Bureau MapStats page**
Click on your state and county and link to the Summary Tape File 3A table, P31 to find data about languages spoken at home.
<http://quickfacts.census.gov/qfd/index.html>

5. State the number of people in your community by race and Hispanic origin.

_____ African/American _____ Hispanic _____ American Indian _____ White/Caucasian _____ Asian/Pacific Islander

- **Census Bureau MapStats page**
Click on your state and county and link to the Summary Tape File 3A table, P10 and P12, to find data about ethnicity/race.
<http://quickfacts.census.gov/qfd/index.html>

6. What are the three largest employers in your community?

- **United States Chambers of Commerce Information by State**

Lists Chambers for each city with address and telephone numbers to find out the largest employers in your community.
<http://www.globalindex.com/chamber/uscc.shtml>

7. What are the three major industries and how many people do they employ?

- **Census Bureau MapStats page**

Click on your state and county and link to the latest "County Business Patterns Economic Profile."
<http://quickfacts.census.gov/qfd/index.html>

8. What is the percentage of unemployed people in your community?

- **Current Colorado Labor Force Conditions**

Monthly and annual tables are available for all counties and major metropolitan areas.
<http://www.coworkforce.com/lmi/ali/lfpage.asp>

- **Bureau of Labor Statistics, Local Area Unemployment Statistics**

Provides statewide information and major metropolitan data.
<http://www.bls.gov/lau/>

- **City-Data.com**

Data collected and analyzed about thousands of cities and towns in the United States.
<http://www.city-data.com/>

9. What is the median family income in your community?

- **Federal Financial Institution Examination Council Geocoding System**

Enter an address to receive HUD MSA median family income data.
<http://www.ffiec.gov/geocode/default.htm>

- **City-Data.com**

Data collected and analyzed about thousands of cities and towns in the United States.
<http://www.city-data.com/>

10. What percent of the families in your community are below the poverty line?

- **Colorado By the Numbers Poverty and Income Estimates**

Provides estimated number and percent poor for total persons and related children Age 5 to 17 and estimated median household income by county.
<http://www.colorado.edu/libraries/govpubs/colonumb/povindex.htm>

11. Approximately how many home-based businesses are in your community?

12. Does your community experience large fluctuations in population during different seasons?

13. How many are there of each of the following?

___ Newspapers

___ Video Stores

___ Local Radio Stations

___ Retail Records, Tapes & CDs

___ Local Television Stations

___ Cable Television Systems

___ Bookstores

___ Internet/electronic Services

- **Infospace's Ultimate Yellow Pages**

Enter the business type, city and state to find the number of each business category above.
<http://www.infospace.com>

14. What other libraries are in your community?

School			
Academic			
Hospital/Medical			
Legal			
Special			

- Print Source: **American Library Directory**
- **Infospace's Ultimate Yellow Pages**
Enter the "libraries" in the business type, your city and state to find the number of public, government and some special libraries.
<http://www.infospace.com>

15. List the number of public and private schools in your community.

	Public	Private
Preschools		
Elementary		
Middle/jr. high schools		
High schools		
Vocational/technical		
Community colleges		
Colleges/universities		

- **American School Directory**
Perform an advanced search to find a list of K-12 schools in your community.
<http://www.asd.com/>
- **Colorado Higher Education Directory**
Each type of postsecondary institution is listed on it's own page. A search engine is also available to search the directory.
<http://www.state.co.us/cche/colleges/directory/index.html>
- **City-Data.com**
Data collected and analyzed about thousands of cities and towns in the United States.
<http://www.city-data.com/>

16. About how many home-schooled students are there in your community?

- **Colorado Department of Education, State Trends in Home Study Pupil Count By School District, Fall 1995 - Fall 1999**
Data is available by Colorado county and district for ages K-6 and 7-12.
<http://www.cde.state.co.us/cdereval/rvhome99.htm>

17. List the number of people in your community (25 and older) have at least a high school diploma or GED.

- | | |
|---|-------------------------------------|
| ___ Less than 9th grade | ___ Associate degree |
| ___ 9th to 12th grade, no diploma | ___ Bachelor's degree |
| ___ High school graduate (includes equivalency) | ___ Graduate or professional degree |
| ___ Some college, no degree | |

- **Census Bureau MapStats page**
Click on your state and county and link to Summary Tape File 3A table, P57 for the latest "Educational Attainment: Persons 25 years and over."
<http://quickfacts.census.gov/qfd/index.html>

MISSISSIPPI PUBLIC LIBRARY SYSTEM ACCREDITATION PROGRAM

ANNUAL ACCREDITATION REPORT

Public Library System _____

Date _____

To participate in the Personnel Incentive Grant Program, a public library system must be accredited, at least at Level A, under the Mississippi Public Library System Accreditation Program. As verification of achievement of service measures and level of accreditation, a public library system must submit an accreditation report to the Mississippi Library Commission by May 31st of each year. The public library system must maintain files of supporting documentation and, upon request, provide such to the agency.

To be accredited at Level A, all Level A measures must be accomplished. To be accredited at Level AA, all Level A and Level AA measures must be met. Level AAA accreditation requires all measures in Level A, Level AA, and Level AAA be achieved.

Indicate achievement of a service measure with a check (✓) in the box to the left of the measure.

LEVEL A

GOVERNANCE, ADMINISTRATION, FUNDING – Level A

1. **G1.** The library system is established and maintained according to the provisions of state law.
2. **G2.** One legally appointed and constituted administrative board of trustees governs the operation of the library system. The library system board has complete authority, within legal limits, over the library system's budget and over all gifts, bequests, and donations.
3. **G3.** The library system is operated according to all local, state, and federal statutory requirements.
4. **G4.** The library system serves at least one (1) county and provides service on a county-wide basis.
5. **A1.** The library system administrative board meets at least once in each quarter, with the library system director in attendance, at a time and place convenient for the board and the community and in accordance with the state's open meetings law.
6. **A2.** Upon joining the library system administrative board, every trustee receives a copy of the Mississippi Trustees Handbook.
7. **A3.** The library system board has written bylaws that outline purpose and operational procedures. These bylaws are reviewed at least every three years.
8. **A4.** The library system board adopts written policies for operations, collection development and management, personnel, and Internet use. Policies are consistent with principles of intellectual freedom and the right of privacy as found in such documents as the U.S. Constitution and the Mississippi Code 1972 Annotated. The board reviews all policies at least every three years. All policies are available to staff and to the public.
9. **A5.** The library system administrative board employs the library system director and delegates active management of the library system, including personnel administration, to the library system director.
10. **F1.** The library system is supported in whole or in part by public funds.
11. **F2.** The director prepares a proposed annual budget reflecting the library system's priorities.

GOVERNANCE, ADMINISTRATION, FUNDING – Level A continued

- 12. **F3.** Library system administrative board reviews, modifies as necessary, and approves the proposed annual budget developed by library director and reflecting board-approved priorities and goals before submission to local funding entities.
- 13. **F4.** The library system administrative board submits an annual proposed budget to local funding authorities. The director and administrative board are available to make budget presentations to local funding entities.
- 14. **F5.** The library system administrative board reviews and adopts a final annual budget reflecting library goals and priorities and funding commitments.
- 15. **F6.** The library system director provides written financial and statistical reports for review at library system administrative board meetings and regularly communicates on matters that affect policy.
- 16. **F7.** The library system follows statutory requirements as to fiscal year, audits, and budgeting, and makes annual and other reports to funding authorities and the Mississippi Library Commission.
- 17. **F8.** Local funding for the library system is maintained at a level equal to or greater than the second preceding year.

STAFFING – Level A

- 18. **S1.** The library system has a permanent, paid, full-time director who has, or will have within two years of hire, a Masters Degree in Library Science from a school accredited by the American Library Association.
- 19. **S2.** The library system employs additional staff to provide services and oversee programs.
- 20. **S3.** Every new staff member, with the exception of custodial, maintenance, and student workers, has a minimum education of a high school diploma or a General Educational Development (GED).
- 21. **S4.** Every staff member is provided with a written job description and responsibilities.
- 22. **S5.** Every staff member is provided with access to a copy of the library system's policies and procedures.
- 23. **S6.** Every staff member is provided with access to a personnel handbook.

COLLECTIONS – Level A

- 24. **C1.** The library system has a written collection development and management policy.
- 25. **C2.** The library system allocates funds for purchasing materials in all appropriate formats based on its collection development and management policy, community needs, and current usage.
- 26. **C3.** The library system maintains a collection evaluated using the CREW method and appropriate to the system's mission.

SERVICES – Level A

- 27. **P1.** The library system provides materials, accepts requests for reserves, and offers interlibrary loan services in accordance with the library system's policies and procedures.
- 28. **P2.** Using all available resources, library locations provide reference and readers advisory services. Questions that cannot be answered locally are forwarded to the next appropriate level until resolved.
- 29. **P3.** Library locations offer public access Internet computers located in public areas and designated for public use.
- 30. **P4.** The library system provides year-round programming for children and youth including a summer library program.

PATRONS AND COMMUNITY – Level A

31. **M1.** The library system maintains a registration file of patrons.
32. **M2.** The library system determines the number of people coming into library locations each year and then compares the number of patrons with the service area population.

ACCESS – Level A

33. **X1.** Service hours of each library location are fixed, posted, and based on patron needs.
34. **X2.** The library system branches have telephones with the numbers listed in local phone directories.
35. **X3.** A book return is provided in at least one library location in each county.
36. **X4.** The library system has a catalog of holdings that is easily accessible to patrons and staff.

___ **TOTAL NUMBER OF LEVEL A SERVICES MEASURES MET BY LIBRARY SYSTEM**

LEVEL AA

GOVERNANCE, ADMINISTRATION, FUNDING – Level AA

1. **GG1.** The library system administrative board adopts a process for developing a strategic plan.
2. **GG2.** The library system administrative board and director are members of the Mississippi Library Association.
3. **AA1.** The library system director conducts an orientation for each new board member using the Mississippi Trustees Handbook as a guide.
4. **AA2.** The library system has written procedures that implement board-approved policies.
5. **AA3.** The library system administrative board conducts an annual performance review of the director.
6. **FF1.** The director and administrative board seek alternative sources of funding.

STAFFING – Level AA

7. **SS1.** Every staff member receives formal orientation and training to implement the library system's policies and procedures.
8. **SS2.** In addition to the director, one or more staff members hold membership in at least one professional association.
9. **SS3.** Every staff member is provided with the opportunity for training related to job duties.
10. **SS4.** The library system reviews and updates job descriptions at least every three (3) years.

COLLECTIONS – Level AA

11. **CC1.** The library system establishes and maintains a schedule for evaluating the collection at least every three (3) years to determine its usefulness according to the library's collection development and management policy.
12. **CC2.** The library system conducts a collection analysis using statistical data to identify strengths and weaknesses and allocates resources accordingly.

SERVICES – Level AA

13. **PP1.** The library system analyzes usage, including reference transactions per capita and participation data as part of strategic planning.
14. **PP2.** The library system provides programming based on community needs.

PATRONS AND COMMUNITY – Level AA

15. **MM1.** The library system keeps patron registrations current. Registration records are updated at least every three (3) years. Electronic or paper registration records are purged at least every three (3) years to ensure patron information is current and to provide an accurate count of actual library users.
16. **MM2.** The library system conducts a community analysis at least every three (3) years as part of an ongoing planning process.
17. **MM3.** The library system provides a variety of opportunities for feedback from the public.
18. **MM4.** The library system promotes its collections and services by using three or more approaches to publicity.

ACCESS – Level AA

19. **XX1.** One or more library locations in each county within the library system is open until at least 5:30 p.m. or later at least one day a week or offers weekend hours.
20. **XX2.** Each library location is well-lighted and utilizes appropriate signage.
21. **XX3.** Patrons can access library services remotely—ask a question, place a hold, renew an item, and find the location and hours of library facilities and programs.
22. **XX4.** The library system provides a web page with contact information, hours, and service location information.
23. **XX5.** The library system conducts an annual needs assessment of facilities, equipment, and access.
24. **XX6.** The library system establishes and maintains machine-readable (MARC) records.

___ **TOTAL NUMBER OF LEVEL AA SERVICES MEASURES MET BY LIBRARY SYSTEM**

LEVEL AAA

GOVERNANCE, ADMINISTRATION, FUNDING – Level AAA

1. **GGG1.** The library system administrative board adopts a strategic plan to guide the library system at least every three (3) years. The strategic plan is aligned with the library system's community analysis, needs assessment plan, technology plan, collection development and management plan, staff development plan, and marketing plan.
2. **AAA1.** The library system administrative board members participate in board training every year.
3. **AAA2.** Library system administrative board evaluates its performance annually.
4. **AAA3.** The library system administrative board retains a board attorney.
5. **FFF1.** The library system administrative board actively pursues establishment or increase of millage and/or increased funding to support the library system's strategic plan.
6. **FFF2.** The library system administrative board and director develop advocates and partnerships.

STAFFING – Level AAA

- 7. **SSS1.** The library system employs paid staff at a minimum of .5 Full Time Equivalent (FTE) per 2,000 population served.
- 8. **SSS2.** New managers, who are not the system director, of library locations serving municipal populations of 10,000 or more have a minimum of a bachelor's degree.
- 9. **SSS3.** Every staff member receives a written annual job performance review.
- 10. **SSS4.** Every library system has a staff development plan aligned with its strategic plan.
- 11. **SSS5.** The library system has an ongoing program of cross training.

COLLECTIONS – Level AAA

- 12. **CCC1.** The library system updates its collection development and management policy at least every three (3) years based on its current strategic plan.
- 13. **CCC2.** The library system uses collection analysis data to make measurable improvements based on its strategic plan.
- 14. **CCC3.** The library system completes a physical collections inventory at least every three (3) years.
- 15. **CCC4.** The library system provides online databases, individually or through consortia agreements, to supplement MAGNOLIA databases.

SERVICES – Level AAA

- 16. **PPP1.** The library system offers outreach and extension services based on community analysis.
- 17. **PPP2.** Based on its strategic plan, the library system uses results of data analysis to improve services and programs.
- 18. **PPP3.** The library system provides enhanced programming for its patrons.

PATRONS AND COMMUNITY – Level AAA

- 19. **MMM1.** The library system uses community analysis data, data from library operations, and feedback from members of the public to improve services and programs.
- 20. **MMM2.** The library system has a marketing plan based on its strategic plan.
- 21. **MMM3.** The library system identifies community support groups and establishes partnerships.

ACCESS – Level AAA

- 22. **XXX1.** In each county, the library system provides a minimum of forty (40) unduplicated hours of public service per week, including morning, afternoon, evening, and weekend hours to meet community preferences.
- 23. **XXX2.** Directional signs are placed at key locations in each community to guide people to the public library.
- 24. **XXX3.** The library system uses needs assessment data, as part of the strategic plan, to provide facilities, equipment, and access appropriate to support library services and programs.
- 25. **XXX4.** The library system makes information available via the state VUC/ILL system.

___ TOTAL NUMBER OF LEVEL AAA SERVICES MEASURES MET BY LIBRARY SYSTEM

CERTIFICATION

The _____ Public Library System has accomplished:

_____ of the thirty-six (36) Level A service measures.

_____ of the twenty-four (24) Level AA service measures.

_____ of the twenty-five (25) Level AAA services measures.

I hereby certify, to the best of my knowledge and belief, all information contained herein is true and accurate.

Signature of Director

Signature of Chairperson, Administrative Board

Print Name

Print Name

Date

Date

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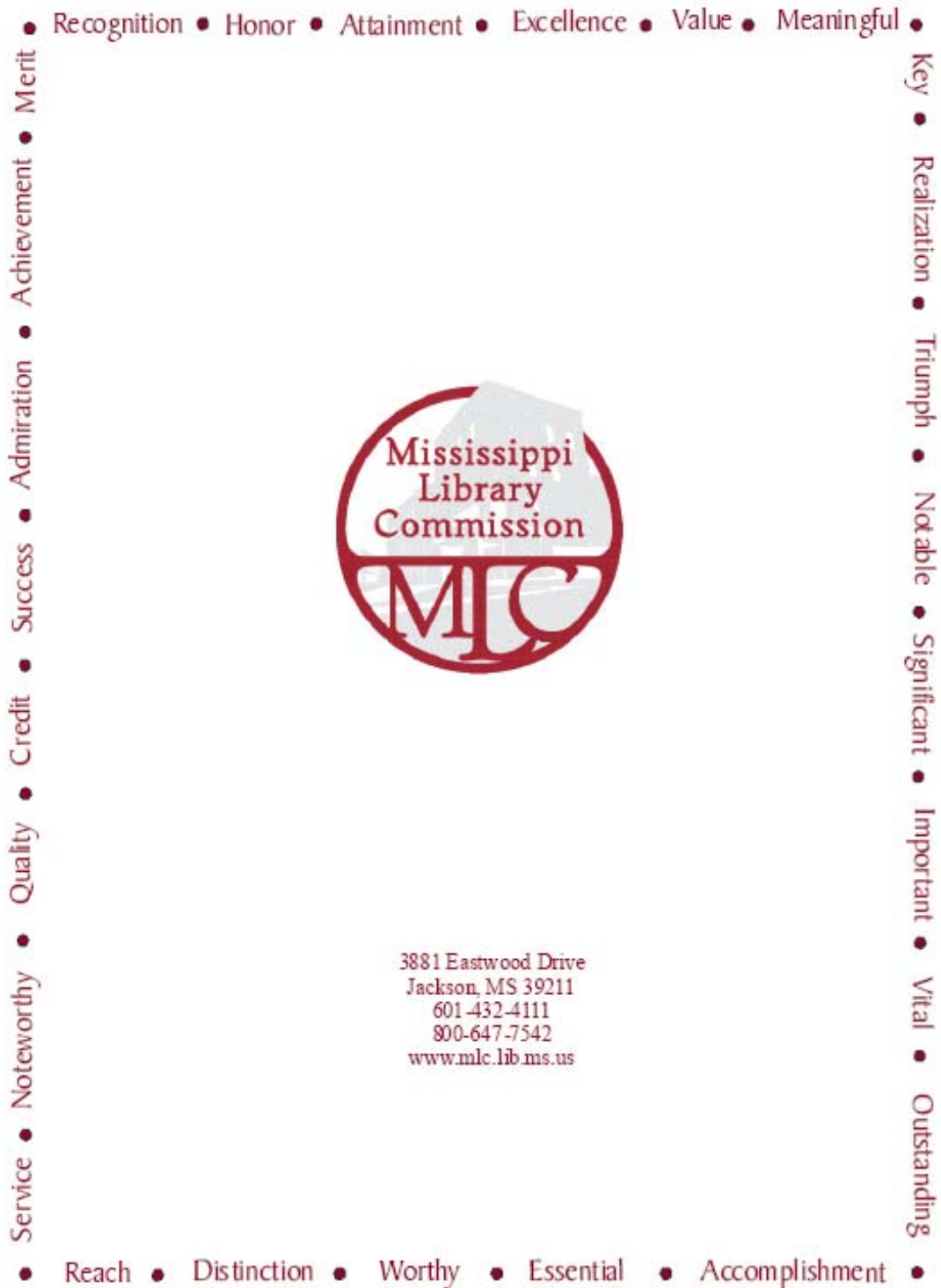
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