

**STANDARDS FOR
KANSAS PUBLIC LIBRARIES
2006 REVISION**

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PART ONE

INTRODUCTION

The 2006 Revision of the *Kansas Public Library Standards* are a tool for measuring the effectiveness of local library service and planning for future development.

This model of the *Kansas Public Library Standards* has been used since 1988. This will be the last revision of that document. The next publication of Kansas Library Standards will follow a new format that will be designed by the State Library of Kansas, the regional library systems and the Kansas Library Association.

The Public Library Standards Committee recognizes that the services provided by the regional systems of cooperating libraries and the Kansas State Library have a significant role in assisting local libraries to meet program, collection and information access needs.

The public interest is well served through active cooperation and mutual support among libraries. The need for strengthening major resource libraries is identified in order to facilitate interlibrary cooperation and networking. Cooperative mutual support among all types of libraries will achieve the greatest benefits in service for the public from limited library resources.

The 2006 Revision of the Kansas Public Library Standards contains not only quantitative, but also qualitative, goals toward which librarians should strive. These standards speak to the contributions that public libraries make to the lives of Kansas citizens and the vitality of Kansas communities.

The Public Library Standards Committee for the 2006 Revision was:

Rob Banks, Topeka and Shawnee County Public Library
Roy Bird, State Library
Patty Collins, Dorothy Bramlage Library in Junction City
Carla Kaiser, Basehor Public Library
Susan Moyer, Dorothy Bramlage Library in Junction City
Shannon Roy, State Library
Kay Russell, North Central Kansas System
Joe Tholen, Southeast Kansas Library System
Diana Weaver, Northeast Kansas System

The State Library of Kansas staff was delighted with this committee, which was not only hardworking and creative, but a genuine pleasure to work with, talk with and eat with. The 2006 Public Library Standards Committee brings twenty years of *Kansas Public Library Standards* development to an honorable conclusion.

LIBRARY SERVICE LEVELS

The Public Library Standards for Kansas, and the updates of 1992, 1995 and 2000, identify library service levels based on total service populations. The standard levels do not cover the libraries of reading clubs, book drops or those facilities which serve as access points for service but are not legally established. Standards for those libraries will be defined by the individual system plans for service. The eight library service levels are:

Gateway	Fewer than 500 people
Linking	500 -1,000 people
Service Center	1,000 -2,500 people
Major Service Center I	2,500 -10,000 people
Major Service Center II	10,000 -25,000 people
Major Resource Center I	25,000 -100,000 people
Major Resource Center II	More than 100,000 people

A **GATEWAY** Library provides a communications access point with trained personnel where users can be linked to information services meeting their personal and professional needs. Emphasis is placed on supplying current purchased and donated materials supplemented by extensive bulk loan and/or rotating collections.

Reference information is provided through a basic ready-reference collection, the Kansas Library Catalog, extensive use of online information services, and extensive use of the regional system of cooperating libraries' reference services and interlibrary loan. Local personnel should plan a program of service based on the identified needs of the service population by utilizing other organizations, agencies and the regional systems of cooperating libraries for assistance and support.

A **LINKING** Library provides an access point with trained personnel where users can be linked to information services meeting their personal and professional needs. Emphasis is placed on providing a program of service which encourages people to interact with information resources which support identified roles in the community. Information is supplied through a locally owned collection of current materials which is supplemented by an extensive bulk loan collection. Reference information is supplied through a basic ready-reference collection, the Kansas Library Catalog, extensive use of online information services, and extensive use of reference services provided by the local regional system of cooperating libraries and interlibrary loan. Local personnel should plan a program of service based on the identified needs of the service population by utilizing other organizations, agencies and the regional systems of cooperating libraries for assistance and support. Materials in the collection should focus on the contemporary interests of the community with reference assistance provided through major reference service support. It should also meet the identified entertainment needs of the community through several different media.

The mission of a **SERVICE CENTER** Library is to provide popular, high interest resources to meet the educational, recreational and informational needs of community residents. A Service Center Library's collections should reflect broad subject coverage with materials in a variety of formats including online information services. The library's resources should be supported through the services and resources of the system headquarters, the Kansas State Library and the interlibrary loan system. A Service Center Library should also have an active marketing program and an active program of community information and referral that helps users retrieve information from community resources.

The mission of a **LEVEL I MAJOR SERVICE CENTER** Library is to provide the modern library resources, services and programs necessary to meet the educational, recreational and informational needs of community residents. A Level I Major Service Center Library should also serve as a support center for Gateway, Linking, and Service Center Libraries and as a back-up for Major Resource Centers and Level II Major Service Center Libraries. A Level I Major Service Center should provide broad subject coverage of informational and popular materials in a variety of formats for persons of all ages. The Level I Major Service Center Library should supplement its resources through the services and resources of the system headquarters, the Kansas State Library and the interlibrary loan system. It should also have active programs in marketing, community relations, information referral and customized library service.

LEVEL II MAJOR SERVICE CENTER Libraries serve their communities as resources for information, entertainment, cultural opportunity, and educational development. They provide broad subject coverage of informational and popular materials in a variety of formats for persons of all ages. Level II Major Service Center libraries provide reference and interlibrary loan services for smaller libraries throughout the state. It should also have active programs in marketing, community relations, information referral and customized library service.

LEVEL I MAJOR RESOURCE CENTER Libraries provide in-depth collections and service on a regional basis. They provide comprehensive reference and interlibrary loan services for smaller Kansas libraries. They have a fully- trained professional staff and provide a broad range of services that are actively marketed to all sequences of the community.

LEVEL II MAJOR RESOURCE CENTER Libraries function as progressive civil resources that provide information materials, and services to stimulate ideas, advance knowledge, and enhance the quality of life for major Kansas communities. They provide in-depth collection and comprehensive service development at a central facility to meet the informational, reference, research, recreational, educational, and inspirational needs of individuals, and provide for the extended delivery of many of these services through the use of branch libraries, bookmobiles, and deposit collections. Resource libraries also aid smaller libraries by providing reference assistance, consulting, and training and interlibrary loan support.

PART TWO

PUBLIC LIBRARY STANDARDS

I. STRUCTURE AND GOVERNANCE

THE FUNCTIONS OF THE LIBRARY BOARD

1.1 Every Kansas resident should have legally established and readily accessible public library service capable of connecting each individual with the total information resources of the regional systems of cooperating libraries throughout the state and linked with the global society through appropriate technology.

1.2 Public libraries established in Kansas since July 1, 1951 are by statute governed under city, county, township, district or regional jurisdiction. The Kansas City Kansas Public Library, governed by a school district Board of Education, is the only exception. Cities are classified as first, second or third class. Funding of Kansas public libraries is established at the local level through the municipal government.

1.3 The Library Boards of Directors (Trustees) of public libraries occupy a unique position in the provision of municipal services to Kansas citizens. Library boards are the legal entities charged with formulating policy and providing personnel and resources for the operations of the library. Municipal governments are charged with funding operational budgets created and recommended by local library boards. The unique relationship created by library law in Kansas provides an excellent forum in which library boards are separated from partisan politics in their formulation and delivery of services.

1.4 The relationship of the municipal government to the library board must be one of mutual respect and duty. The library board provides a service facility which, without partisan political belief or censorship, can be used with confidence by all citizens.

1.5 Library Boards of Directors (Trustees) are appointed by a municipality's governing body. The Board of Education of U.S.D. 500 in Kansas City and the boards of district libraries are elected boards. Unless exempted by the municipal governing body, board members must be residents of the taxing district in which they serve. Members of the board may not assume paid staff positions. The library board must differentiate its role as a policy making body from the service and policy delivery functions of the library staff. The role of the library board and the library director differ as explained in professional sources such as The Kansas Public Library Handbook.

1.6 Each library board has as its trust the establishment of policy for the maintenance of the library facility and the support of the library's mission to provide the best possible service to the library's service area. The gravity of the board's charge is expressed in the following responsibilities:

1.7 It is the board's responsibility to establish written policies, rules and regulations to govern the library's property, operation, safety and collections. All formal actions of the board must be in writing and available to the public. Policies should cover at least the following facets of library operation: personnel, resources, weeding of obsolete materials, public services, complaints, continuing education, facilities, use of meeting rooms, confidentiality of patron records, use of technology and emergency preparedness. Library policies should be distributed to all staff

members and all board members. Library policies and procedures of all kinds, but especially disaster preparedness policy, should be kept in the library and also in a secure location off-site.

1.8 Board members have the responsibility to be thoroughly familiar with Kansas library laws or regulations and any other state or federal laws which affect library operations such as minimum wage, unemployment compensation, Americans with Disabilities Act, criminal theft, Open Meetings Act, Open Records Act, etc. The board may employ legal counsel as necessary.

1.9 Board members should be familiar with the role and function of the Kansas State Library, the State Library Advisory Commission, the Kansas Library Network Board and the regional systems of cooperating libraries.

1.10 While library boards often function as a committee on the whole, many library board tasks can be accomplished effectively by board committees. Specific subcommittees may work on budget, buildings and grounds, building projects, marketing, Friends development and other projects. However, any action taken by the Board must be taken by a vote of the library board at a regular board meeting.

FUNCTIONS OF THE LIBRARY DIRECTOR

1.11 A competent and qualified library director should assist the board in reaching and maintaining these standards and fulfilling the established mission of the library. The library director should design and implement a program of board member orientation to help new board members function effectively.

1.12 It is the library director's responsibility to act as technical advisor to the board, recommending needed policies for Board action, employing personnel and supervising and evaluating the work of library staff and volunteers.

1.13 It is the library director's responsibility to maintain all written policies of the board, compile reports which assist in evaluating library effectiveness and prepare required reports for the State Library, the regional system and officials of local government.

1.14 The director should be aware of and support library legislation in the state and the nation.

1.15 The library director should attend all board meetings except when the director's salary or tenure is under review. It is recommended that an elected secretary or a member of the staff other than the director should serve as the board secretary so that the director can concentrate on library business.

1.16 The library director should be familiar with all Kansas library publications.

1.17 The library director should participate and encourage staff, trustees, volunteers and Friends to participate in professional organizations and activities.

1.18 The library director should participate in continuing education and oversee the continuing education and in-service training of other staff, trustees and volunteers.

1.19 The library director should have or obtain the KPLACE certification if they are serving less than 8000 people. They should have or obtain the MLS degree if they are serving more than 8000 people.

1.20 A library director who holds the MLS degree should have an annual plan for continuing education and in-service training.

1.21 The library director should participate in continuing education and oversee the continuing education and in-service training of other staff and volunteers.

1.22 The library director should obtain the MLS degree or complete KPLACE certification.

II. BUDGET

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2.1 The library budget is a financial expression of the library's objectives. Before a budget can be formulated, the plan for library services must be developed and the goals and objectives established.

2.2 It is the responsibility of the library board to provide for an adequately funded public library, directing the allocation of library funds in the following proportions:

Salaries and Benefits	60-70%
Technology	10-15%
Materials and Resources	10-15%
Library Operations	10-15%

2.3 If it is impossible to allocate the library's resources in proportion, and if library salaries are not competitive, the library board should be aware that the library is not adequately funded and work for increased support.

2.4 *K.S.A. 12-16, 102* gives library board the authority to administer a library employee benefit fund. The board must request the governing body of the municipality to levy an employee benefit levy that is separate from and in addition to the general library levy.

2.5 The employee benefit fund may pay for the employer's share of any employee benefits exclusive of salary, such as health insurance, retirement insurance, social security, unemployment insurance and worker's compensation.

2.6 The library director should review the library's funding allocations at the end of each year to make sure that the library is getting all the monies that it is legally entitled to under the current mill levy and any other allocation from the local government.

2.7 Library boards have a responsibility to work for an increase in the tax rate when the existing budget is inadequate to meet the library's mission to provide the best possible service to the people in the library's taxing district. The availability of funding from gifts, endowments, and other citizen support should not be allowed to replace local taxes levied for the library. The availability of funding from grants from regional systems of cooperating libraries, State Aid, other state or federal grants, or its capital improvement fund should not be allowed to replace local taxes levied for the library.

2.8 The library board has authority over the library budget by statute, and trustees ensure that funds are allocated according to budget guidelines. The library should be a special fund rather than a line item in the municipal budget. In the case of district libraries, there should be a special district budget because the library functions as a separate municipality. Every library should have the separate library fund in the local government budget which specifies the tax income from the library levy.

2.9 While a library budget must be realistic, too many libraries accept an insufficient appropriation from their municipalities and attempt to develop library service on that basis. A board, which plans only in terms of the previous year's budget, will never progress. The library board should budget to a plan rather than planning to a budget.

2.10 The library board has a responsibility to handle problems in a proactive and timely manner. Delays often cost the library and the taxpayers extra money.

2.11 The library director should initiate a planning process to develop a strategic plan and an annual budget to provide for the library's anticipated programs and services based on an analysis of the community's needs and demands. Every library board, director and staff should have annual planning sessions at which the library's priorities from the strategic plan are thoughtfully reviewed and confirmed or modified according to the library's current needs. The director should work with the board and staff to fund and implement the recommendations, which are approved.

2.12 Every library should have a program budget that describes what the library's funds will accomplish for the community in the coming year. This can include the impact of funds for such things as electronic information, children's services, adult programming, collection development, reference services, and any library service to special populations in the community. The focus of the program budget should be on the benefits of library services to library users.

2.13 Examples might include:

- The costs of specifically described Internet resources make effective Internet access and a specified number of public access computer stations available to the public so they can reach information available in electronic format. The cost of the time that library staff spend consulting and training on library technology should also be included.

- The costs of supporting interlibrary loan make the library resources of the state and the nation available to the library's service community.

- The costs of the summer reading program are helping young children build reading and language skills and helping school age children build their vocabulary and retain their reading skills over the summer.

- The cost of supporting popular videos allows community residents to have free access to video entertainment in a community that might have very few videos available through retail outlets.

2.14 Every library should have a line item budget that specifies its expenditures by category for the coming year. The library board has the authority and duty to prepare the annual budget and to present this budget to the appropriate local government authority.

2.15 Every public library, regardless of size, should have a financial plan to use or invest monies received through bequests, donations, trusts, etc., and to use the income to support the library's long range plan for programs and services.

2.16 Every public library, regardless of size, should have an accruing capital improvement fund. *K.S.A. 12-1258* gives library boards the authority to create a library capital improvement fund and to place in this fund each year an amount up to 10% of the library's certified operating tax budget. Private monies from sources including but not limited to wills, corporate or private donations, trusts, etc., can be added to capital improvement funds in any amount.

2.17 Capital improvement funds may be accumulated and do not have to be expended by the end of the budget year. Money from such a fund may be used for any one-time major expenditure considered a capital improvement. Advice on setting up a library capital improvement fund is available from the regional systems of cooperating libraries and from State Library staff.

2.18 Every library should maintain its eligibility for the Kansas State Aid program. To maintain eligibility, the total amount of property taxes, back taxes, motor vehicle taxes and local ad valorem tax revenue (LAVTR) funds for the coming year must be budgeted to equal or exceed the actual dollars for the preceding year. Restrictions on the use of State Aid funds include capital improvement, debt reduction and utilities other than telecommunications.

2.19 Every public library director must participate in the preparation of the annual budget for the library, in partnership with the library board and library staff. It is the director's responsibility to justify needed changes in the library budget in terms of good service to the library's community. It is also the director's responsibility to present current information about the community to the library board so the trustees can plan for the library's priority services.

2.20 The library treasurer should assure that a monthly financial statement is prepared for the library board. This statement should include the following:

- a list of current monthly expenditures
- a list of currently monthly income
- a total of current monthly expenditures by budget line item category
- the balance remaining for the fiscal year in each budget line item category.

2.21 Every library should have a board and director aware of the audit requirements for their agency.

2.22 Every library should have library board minutes by the board secretary, which include the monthly financial statement and all financial motions and the vote of the library trustees on each motion. The minutes should also confirm every official action taken by the board.

III. PLANNING AND MARKETING

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COMMUNITY STUDY

3.1 Quantitative measurements are extremely important standards of public library service. But quantitative measures alone will not result in excellent public library service because they are not tied to learning the community and having an ongoing plan for library development. Modern library collections should be multi-media and customized to serve the individual service area. This new chapter of the standards is intended to aid in this more qualitative aspect of developing excellent public library service.

3.2 Library staff should have an ongoing integrated process of community and library analysis, planning, and evaluation. We recommend using:

- system and State Library consultants
- the online Strategic Planning Workbook, called *New Pathways to Planning* at <http://skyways.lib.ks.us/pathway/>
- the *Public Library Standards for Kansas Libraries* and the planning section in *Marketing the Small Public Library*
- *The New Planning for Results: A Streamlined Approach* by Sandra Nelson, ALA, 2001.

3.3 Staff time and funds in the library's budget should be allocated for this process.

3.4 Members of the library staff and library board should form a committee to conduct this process.

3.5 Training in community and library analysis, planning, and evaluation should be available to members of this committee.

3.6 Frontline and public service staff should be trained to observe needs expressed by community residents and to report their observations to the library administration.

3.7 Library staff and trustees should use a variety of methods for gathering material about the community. These might include:

- demographic data
- input from frontline staff and trustees
- input from library colleagues and consultants
- informal visits
- interviews
- visits to possible service locations
- surveys
- suggestion boxes
- logs of library activities
- group discussions
- participating in community events
- participating in discussions on community issues
- physical review of the community to observe economic indicators and trends in construction.

3.8 Library staff members should be trained to ask people not only what they need from the library but to gather information about their needs and concerns in general. The library staff can best decide how to use this valuable information to design library services.

LIBRARY PLANNING

3.9 The Library board and staff should periodically review the current strengths and weaknesses of the library. This review should occur at least once a year and should include:

- every area of public service
- every part of the collection
- possible new collections or formats that need to be developed
- every area of the facility and
- each staff position.

3.10 This review should determine the assets that the library can build on and the strengths that the library needs to develop. It should also help determine services that the library will not have as a priority and why. The *Kansas Public Library Statistics* should also be used to study the library's current strengths and weaknesses and to compare the library with others of similar size. Statistics for the library and libraries of comparable size may be requested from the public library consultant at the Kansas State Library.

3.11 Objectives in the library plan may deal with:

- plans to improve the physical facility
- utilization of staff
- plans to increase library use
- plans to improve the collections
- technological development
- plans to expand access to electronic information
- plans to increase staff expertise with electronic information
- plans to improve service to library users with special needs or those who may be underserved

- plans to work with community organizations or other service providers
- plans for programs or workshops to be sponsored by the library
- plans for keeping records on community organizations and public services - plans to increase library use.

3.12 The objectives in programs and services should be evaluated annually for effectiveness and public awareness.

3.13 The *Public Library Standards for Kansas Libraries* should also be renewed as part of the annual evaluation.

3.14 Collected statistics should also be analyzed to discover weaknesses in the library programs so that library services can be improved. Statistics on materials acquired, held or withdrawn from the collection, library programs, databases available to the library and the number of times they are accessed, circulation, and percentage of the operating budget used for materials and resources should be collected and reported to the Library Board, the regional library systems and the Kansas State Library.

COMMUNITY RELATIONS AND MARKETING

3.15 Library staff should identify library non-users during community analysis and sponsor programs and services to meet their stated needs and concerns. The library staff should also plan ways to extend library services out of the library facility and into the community. This can include:

- deposit collections
- displays in the community
- service to residential facilities
- home delivery
- service to correctional facilities
- bookmobile or van runs
- programs held outside the library
- library services available through remote access.

3.16 Library staff should have an ongoing public awareness program making library users and non-users more aware of library programs and services. Tools for public awareness can include but should not be limited to:

- information in the media
- flyers and bookmarks
- newsletters
- telephone messages that offer information about the library
- bibliographies
- showcasing parts of the collection in special displays
- programs inside the library
- programs outside the library
- websites
- paid or unpaid advertisements.

3.17 Funds in the library's budget should be allocated for public awareness program training and activities.

3.18 Individual talents connected with public relations and marketing should be built into various staff position descriptions and job qualifications for both staff and volunteers. Talents for:

- public speaking
- storytelling
- writing
- layout
- artwork
- photography
- web page development
- public programs
- creative appreciation

should all be used effectively by the library and credited in staff evaluation.

3.19 Library staff should recruit and utilize volunteers, including board members and Friends, to assist with library programs and services and community relations.

3.20 Training programs for developing positive public relations skills should be available to all staff and volunteers working with the library's service community.

3.21 The library should be evaluated yearly for:

- an attractive and welcoming environment
- barrier-free access
- good use of space
- effective arrangement of services and collections
- strong lighting
- good signage

3.22 System, State Library staff and heavy library users can help with this review.

3.23 Library staff should use some of the following publicity techniques on a regular basis:

- well-maintained library web pages
- public training on using the Internet and computer programs
- attractively packaged annual reports
- local exhibits, displays, and bulletin boards
- direct mail promotions
- electronic bulletin boards
- general information brochures
- newsletters
- newspaper articles
- paid advertisements - participation in or visibility at community events
- posters, flyers, bookmarks
- presentations to community groups
- story times outside the library

- TV and/or radio public service announcements or community calendar
- web page (with links from the city's or town's homepage)
- short video presenting library programs and services.

3.24 For libraries serving less than 8,000 people, the use of *Marketing the Small Library* handbook published by the State Library is recommended. It is available in PDF format on the State Library of Kansas web page on Blue Skyways.

3.25 Staff and trustees should develop partnerships with other agencies and organizations in the community. Such potential partnerships can include, but are not limited to, projects with:

- local government
- community leaders
- business leaders
- service providers
- tourist support
- schools and homeschooling organizations
- clubs and organizations

3.26 Library staff should identify key community leaders, interest groups and agencies and develop and maintain a mailing list to distribute promotional materials and information about the library to them on a regular basis. Information on the library should go regularly to:

- government leaders
- community leaders
- local businesses
- local educators
- service organizations
- ministerial alliance
- potential donors.

3.27 Public awareness of all library programs and services should be evaluated at least every three years, using a selection of the following methods:

- surveys
- community analysis
- focus groups
- small group discussions, interviews, program presentations.

3.28 Further long range planning should build on the information gathered.

FUNDRAISING

3.29 Many public libraries find that they cannot market their library services or extend their library services to underserved populations without the help of funding beyond their tax income, such as grant monies or community fundraising.

3.30 Fundraising is often very helpful in building expanded collections and services. An active Friends of the Library group is often helpful in raising extra money. Assistance in forming a

Friends group is available from the systems, the State Library and the Friends of Kansas Libraries organization.

3.31 Some libraries prefer to establish a foundation or endowment to handle funds that are given to the library. A foundation is appropriate when:

- a small group of citizens is willing to invest the time in organizing planned giving, deferred gifts and investments
- when the community has potential donors of larger gifts
- when the library prefers to retain control of invested funds.

3.32 Assistance in establishing a foundation or endowment is available from the State Library, the regional systems and from Kansas libraries that have successfully established them.

3.33 Community fundraising differs from a one-time capital campaign, such as a building program. Community residents are asked to give at a modest level that does not cause them discomfort. Both organizations and individuals can be asked to give materials or equipment that support the interests that they are known to have or the causes that they care about. A well-organized and publicized memorial program can be an excellent way to build the collection.

3.34 A successful community fundraising program usually takes years to develop. Too many librarians and trustees have decided that such efforts are not profitable before giving them a chance to develop.

3.35 It should always be remembered that consistent and thoughtful appreciation is the key to successful community fundraising.

PLANNING AND MARKETING LIBRARY SERVICE TO TARGET POPULATIONS

3.36 A major problem faced by all public libraries is that they have such varied obligations to such a diversity of community needs. It is very difficult to balance all these demands, especially when the library's budget is inadequate to meet the library's needs. This section is intended to help librarians consider the needs of special parts of the community and to determine when and how they should be a priority.

3.37 Kansas public libraries have a number of priorities that are either legally mandated or simply too basic to neglect. In many cases, the only viable option is to work for better library support to meet the library's real needs. The following areas should be considered priorities in every Kansas library:

- effective reference service
- effective use of electronic information
- circulating collections
- interlibrary loan.

3.38 But no public library can give equal priority to all elements of the service population and no library can meet all its needs at the same time. The library staff and trustees must study the community and its demographics and do thoughtful strategic planning to determine what the library's current priorities should be. When strong programs are successfully implemented, the library should choose new areas for library development. *A library that cannot identify projects for*

future development is in serious danger of stagnation and should undertake a planning process with system and State Library staff.

3.39 A library staff and board may determine that a particular area of service will NOT be a priority for the library. But those decisions should be logically justified in the library's planning process. Some examples of such decisions might be:

- Most Kansas public libraries, except for the largest, do not attempt to be research facilities. This does not cancel their definite obligation to market interlibrary loan and to acquire strong Internet reference skills so they can help library users locate information that is available electronically.
- If the residents of a vital community have many resources available to them and many demands on their time, the library staff and board may choose not to emphasize adult programs at the library but to put their energy and resources behind other library services.
- If a small community has several video outlets, a library staff and board may choose not to fund entertainment videos but to develop other parts of their collection.
- A small library that is struggling to establish or re-establish a strong program for children's services may choose to delay any special efforts to develop programs for young adults until a later date.

PUBLIC LIBRARIES SHOULD CONSIDER THE NEEDS OF THE FOLLOWING TARGETED SERVICES WHEN THEY ARE DOING LIBRARY PLANNING:

PLANNING AND MARKETING FOR COMMUNITY SERVICES AND ECONOMIC DEVELOPMENT

3.40 There are basic services in economic support and community service that should be offered by every library:

- Every library should be able to help those who are seeking jobs or doing career development to reach such basic electronic resources as the Kansas Department of Human Resources Job Link.
- Every library should purchase or have access to materials on job applications and resume preparation.
- Every library staff should be familiar with social and public services offered in the community and able to refer library users to the appropriate agency for their needs. In larger communities, this usually means maintaining some database of community services.
- Every library should have developed and bookmarked web resources that will help library users access community social and public services, such as children's services, family services, healthcare, financial assistance, housing, legal services, disability services and senior services. System and State Library staff can help locate the appropriate web sites.

3.41 These services should be marketed to the target audience through media coverage, flyers and bookmarks, the library's website, the library's newsletter, postings at public Internet stations or any other method that will reach those who need the services.

3.42 If the library's service community has any economic development initiative, the library should be represented at the planning sessions, especially when issues of information access are being

considered. When the librarian is a community leader, they are often involved in community economic planning. But if the librarian has other priorities, there are community leaders among the board members or active Friends who should be involved and should remind the community of the importance of library services to the community's development.

PLANNING AND MARKETING SERVICES FOR THE BUSINESS COMMUNITY

3.43 Marketing library services to the business community should be a priority if:

- The library's service area has a strong business and/or agricultural community. Small and private businesses should also be considered part of the business community.
- The library needs better financial support and business leaders could be valuable allies.
- The business community has organizations such as the Chamber of Commerce that will welcome the library's participation.
- The library has not built an appropriate collection of books, journals and bookmarked websites for the use of the business community.
- The library has not developed any plan for marketing materials of special interest to the business community to the target audience.

3.44 When the library chooses to make the business community a priority:

- The library should be an active member of the Chamber of Commerce and other organizations where business people are active.
- The library should inform the business community of library services such as meeting room availability, public Internet access and telefax service.
- The library should encourage local business people to present library programs on topics related to their business interests.
- The library staff should learn more about the needs of the business community through surveys, interviews and meetings with groups of business people.
- The library director, or a designated staff member, should build an appropriate collection for the use of the business community. These may include reference works, books, journals or CD-Rom materials.
- The library staff should partner with the business community to finance materials that are valuable to the business community but beyond the resources of the library budget.
- The library director, or a designated staff member, should identify and bookmark online resources or create a web page with the business community.
- The library staff should market and distribute the Kansas Library Card to the business community.

- The library director, or a designated staff member, should become familiar with the business collection at the regional system headquarters and/or the nearest urban system.
- The library should market services and programs to the business community using a variety of print and web site publicity, personal communication and personal meetings.

PLANNING AND MARKETING SERVICES TO ETHNIC AND CULTURAL POPULATIONS

3.45 Service to a specific ethnic or cultural population depends, of course, on having the target population in sufficient numbers to justify a special emphasis in local library services. It also depends on having library resources available to serve that population. Many libraries have found it necessary to pursue grant writing and/or community fundraising to extend library services.

3.46 Service to an ethnic or cultural population demands skillful marketing as library materials and services are being developed. This marketing does not need to be expensive. It is often done in partnership with members of the target population or with community leaders who have successful ties to the target population.

3.47 An effort should be made to gain information, not on what the special population wants from the library, but on what their needs and concerns are. The more information the library staff has on the population, the better they will be able to serve them.

3.48 A special population often appreciates an effort by the library to purchase, publicize and showcase materials on their culture and to bookmark web sites that are designed to meet their interests. It is best if members of the target population are involved in the collection development designed to serve them, since they often know what the best resources are.

3.49 A special audience is often not aware of basic library services such as public meeting rooms, free Internet access, public telefax, community information referral, popular videos, education videos, audiobooks or genealogy materials. Even if the library cannot afford a significant expenditure on materials for an ethnic or cultural population, the library staff and board can make an effort to make them aware of what the library has to offer them. Information on the library's services should be distributed directly into the target population. The library staff should arrange to place materials at appropriate physical sites.

PLANNING AND MARKETING FOR ENGLISH AS A SECOND LANGUAGE

3.50 If the target population has English as a second language, they will appreciate materials in their own language. This is feasible in Spanish language materials, since Spanish ranks as a second language in the United States.

3.51 Languages that are less dominant in American culture are more difficult to incorporate into library services. But an effort should be made to market the availability of foreign language materials through interlibrary loan and to locate and bookmark Internet sites that would be of special use to the target population. The latter may require partnering with system staff or with staff from larger academic or public libraries, or with members of the target audience.

3.52 Individuals who are learning English as a second language often appreciate the availability of high interest/low vocabulary materials that will help them gain proficiency. They may also

appreciate help from library staff or volunteers in learning computer skills. High interest/low vocabulary materials should be carefully marketed and showcased in the library so that they can be easily found, without a need for special assistance that might be intimidating.

PLANNING AND MARKETING FOR SPECIAL INTERESTS

3.53 While support for recreation, hobbies and special interests should be a priority for every public library, supporting it successfully and cost effectively is only possible if the library staff know the community well. The library staff needs to know what interests are strong enough in the community to warrant thoughtful collection development to support them.

3.54 When collection development or electronic resource development is done to support a community interest, those resources should be publicized directly to the target audience through print communications, web site communication, special programs and personal contact.

3.55 To identify special interests, the library staff and trustees should know what groups, organizations and churches are most active in the community.

3.56 The library staff and trustees should also know:

- which genre fictions are most popular
- whether genealogy is a major community interest
- whether the community has an active local history association
- whether the community has an active fine arts association
- whether the community has craft shops or clubs
- whether the community has a major interest in gardening
- what the major recreations are for men, women and children in the community
- how many residents commute to other communities to work.

3.57 The library staff should work to make sure that the interests of men, such as financial planning, history, politics, travel, sports, fitness, vehicles, animals, hunting, recreational farming and yard work are as well supported and publicized as the interests of women and children.

3.58 The library staff also needs to make sure that interlibrary loan is available and publicized to effectively support people who have more unusual interests.

3.59 It is critically important for the library staff to gain as much information as possible about the interests of members of the library's service community. This can be done through community study, observation of local media, surveys, invited discussion groups and informal interviews. Library staff members, trustees, volunteers and Friends should be actively encouraged to share their observations about the interests of the community residents.

3.60 Support for recreational interests should be a combination of books, magazines and familiarity with relevant websites. Internet resources can bring a lot of information on a wide variety of subjects into the library at low cost. Those with special interests can help identify the best resources in both print and electronic information.

3.61 An organized group of community residents who share a special interest are often willing to fund materials for the library to support their interest. Whatever the size of their financial

investment, they will be glad to learn that the library is aware of them and supportive of their interest.

PLANNING AND MARKETING SERVICES TO CHILDREN AND YOUNG FAMILIES

3.62 All Kansas public libraries should have children's services as a priority. If the library does not have an adequate program for children the library should make service to this population a priority. The library staff should consult the Kansas Youth Services Guidelines that were created several years ago before designing their children's services. These guidelines may be found at: <http://www.skyways.org/KSL/development/youthservices2004.pdf>.

3.63 However, after many years of work by the Kansas public library directors and the Kansas Consultants for Children and Young Adult Services, many Kansas libraries have children's services as one of their strongest programs. If this is the case, the library has two options:

1. The library can choose new target populations to emphasize as current library priorities. For example, if the library has a declining population of school age children and a growing population of seniors, they may choose to emphasize service to older adults.

2. If the library has a strong children's program but continues to have a high population of young families, the library may choose to expand its services to young families to include:

- library programs for parents of newborn babies
- winter storytimes
- storytime programs for toddlers and pre-school children
- programs for young adults, usually defined as library users from 11 to 17
- programs and collection development designed to support the needs of parents for parenting information and other life skills
- a bookmarked collection of web sites that cover children's programs, children's services, parenting skills and family needs
- a discussion group for parents of young children to share problems and solutions connected with parenting.

PLANNING AND MARKETING FOR PEOPLE WHO WORK WITH CHILDREN

3.64 Public libraries that have a high population of school age residents and a strong children and youth program should pursue planning for partnerships with those who work with children. Target groups might include:

- parents
- teachers
- homeschool families
- education students
- preschool/day care facilitators
- librarians
- educators/administrators of specific programs
- parent-teacher organizations
- religious/ civic/social group leaders (church youth pastor, 4H, Girl/Boy Scouts, Boys & Girls Club, etc.)
- service groups who donate time/money to children or families.

3.65 It is critically important to foster the library's relationship with those who work with children through effective marketing. This can best be done through personal communication and face-to-face meetings, though other public relations techniques can also be used.

3.66 The library should be able to provide the following:

- staff for services to children with training and knowledge of current trends in children's literature (awards, etc.)
- services and materials for homeschooling parents and organizations
- knowledge of the local resources for children and young adults
- knowledge of reference materials designed for children
- knowledge of online resources such as ERIC, World Book, SIRS Discoverer
- knowledge of current trends in education and child development.

3.67 The library should do the budget planning to ensure the purchase of a variety of materials including:

- children's books and online resources
- education/resource materials
- periodicals that have a focus on parenting and education
- materials for specific programs that are of interest to educators and families

3.68 The library staff should take the time to plan services for target groups who work with children. This should include:

- collecting materials on specific subjects for parents, educators and service providers
- providing tours of library facility and basic library instruction for families and service providers
- sending communications such as newsletters, brochures and flyers on library services to target groups
- designing library related programs for target groups
- designing outreach or off-site programs for target groups
- including care centers in library service programs
- providing adequate time and training so library staff can offer reference service and readers' advisory to target groups
- creating networking opportunities to meet with target groups, speak to target groups or attend their event to publicize the relevant library services.

PLANNING AND MARKETING SERVICE TO YOUNG ADULTS

3.69 Service to young adult library users, usually defined as those between 11 and 17 years of age, is one of the fast growing fields of library service. This is an age group that has often been lost to public library involvement and librarians are beginning to admit that they haven't always had adequate commitment to serving this sometimes-difficult age group.

3.70 Whether a library should have service to young adults as a current priority depends on several factors:

- the size of the young adult population indicated in the community demographics
- the information and recreation resources already available to young adults
- the availability of people who can relate successfully to the teen and pre-teen population

- the financial resources of the library to support materials and computers for the use of young adults.

3.71 Every Kansas public library should have appropriate collection development for the young adult population. If there is space for a Young Adult Section, of any size, it should be placed away from the Children's Department. The Young Adult Department should have excellent signage so the target audience can be as independent as possible.

3.72 Successful programming for young adults requires the involvement of people who can relate to them successfully. Until such people are in place, it is difficult to gain useful information on their real needs and interests. Teen leaders are often the best resource to develop and implement creative YA programs. The programs don't have to be planned and led by the library director or even the children's librarian. It is often volunteers, rather than staff members, that develop a successful program for young adults.

3.73 There are some communities where young adults already have many resources available to them and many demands on their time. In such cases, the library staff and board may choose to partner with other agencies to make the library more friendly to the young adult population. Or the staff and board may choose other legitimate priorities.

3.74 Library programs for young adults will not be successful unless these programs are marketed effectively to the target population. Good media coverage and web site publicity is needed. The teen leaders can also take an active role in placing creative publicity efforts in all the local schools.

PLANNING AND MARKETING SERVICES TO OLDER ADULTS

3.75 Most Kansas public libraries have a large number of people over 55 in their service area and this population will grow in the coming years. Not only do older Kansans need fine library service but historically, older adults are among the strongest supporters of public library service. Kansas libraries should have library services to older adults as a priority.

3.76 The library should analyze its community of older adults to define and develop appropriate programs and services. Library services and programs for older citizens should be marketed effectively through media coverage, web site publicity, telephone message publicity, adult programs, written communication and personal contact with seniors, caregivers and agencies that work with seniors. The library should also market its programs and services directly to the intended audience.

3.77 The library should partner with the local or regional Area Agency on Aging and the local Senior Citizen Centers to bring additional materials and services into the library and to take library services and materials into the community.

3.78 All staff members who work with the public should have services to older residents bookmarked on their computers and should be prepared to refer them to an assistive agency at any time.

3.79 The library should obtain printed copies of the latest "Explore Your Options" publication for their home region and of all Kansas Department on Aging publications that are available from the KDOA website at: (<http://www.agingkansas.org/kdoa/index.htm>).

3.80 The library should offer appropriate levels of service to long term care centers and homebound residents. The right volunteer is often needed to make this possible for small libraries.

3.81 The library staff should purchase, publicize and showcase materials and programs that will help with:

- successful and happy senior years
- retirement careers and vocations
- intergenerational programs
- caregiving issues
- healthcare issues
- grandparent issues
- financial planning
- retirement
- travel
- hobbies

3.82 The library should plan an appropriate level of assistive technology. All public service computer stations should offer a large print font. In small libraries, all computer stations should be used in the seated positions. In larger libraries, a mix of tall and short computer stations should be available.

3.83 Library programs and services for older adults should be evaluated every two years for public awareness and effectiveness, since this target population is going to be growing and changing in many Kansas communities.

PLANNING AND MARKETING SERVICES FOR THOSE WITH DISABILITIES

3.84 Library service to those with covered disabilities is a legally mandated obligation for all Kansas public libraries. Many Kansas libraries have had building programs or building modifications and can now be considered in very good compliance with the Americans with Disabilities Act. But Kansas still retains some library buildings that have real barriers to access that should be eliminated through long range planning for building programs.

3.85 Many Kansas libraries still need minor compliances such as:

- better handicapped parking
- better signage
- better lighting
- minor modifications to restrooms
- ergonomically correct furniture

that could be put in place without major expenditure.

3.86 Each library should have a written plan for complying with the Americans with Disabilities Act. Community residents who have legally protected disabilities can also help the library with this plan.

3.87 All public service areas, collections, and meeting rooms should be barrier-free. At least one restroom must be barrier-free.

3.88 If any of these areas are not barrier-free, they should be made barrier-free as soon as possible so that those with disabilities can use the library services easily and effectively.

3.89 Library staff should make a thorough investigation of all possible resources, including those of the parent government or administrative unit, before determining that an area cannot be made barrier-free. The inability to make an area barrier-free should be clearly documented. “Undue hardship” can only be justified if there are real cost projections and if efforts to secure funding have not been successful.

3.90 Library staff should make all services, programs, and materials available to everyone with disabilities or covered health conditions. The library has the same legal obligation to offer library service, whether the library building is completely barrier-free or not.

3.91 The library should offer an appropriate level of service to those who live in residential facilities and to those who are temporarily or permanently homebound. The right volunteer is often needed to make this possible in small libraries.

3.92 Library staff must offer special assistance for the disabled for all programs sponsored in the library. Flyers and posters advertising programs in the library should contain notices of available signing and other help for the disabled.

3.93 Library staff should advertise accommodations for the disabled.

3.94 Each library should have large-print signs saying: “If you need special assistance to use any of the library’s materials or services, the library staff will be glad to help you.”

3.95 Each library should actively promote materials and consultant services for those with disabilities including large-print books, talking books, audiocassettes, and magnifiers. Information on the Kansas Talking Book Service and consultants should be advertised and available in each library.

IV. LIBRARY SERVICES

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- Introduction
- Hours of Operation
- Reference and Referral
- Resources
- Standard Services Tools
- Checklists

INTRODUCTION

4.1 Excellent public library service can be delivered from any public library, large or small, provided that the library staff is committed to customer service. Smaller libraries have special challenges that they cannot solve in isolation but active participation in regional systems and information networks can facilitate the provision of a wide range of services.

HOURS OF OPERATION

4.2 Each public library should be open as many hours as possible (but not less than the minimum number by type) at fixed times and with a uniform schedule that effectively meets the needs of the community.

4.3 For the convenience of the users, the library should be open some evening and weekend hours. The library hours should be chosen to meet the needs of the community. Hours when the library is closed should be times when the library would have fewer users.

4.4 People counters (laser/electronic sensors) should be installed at the library entrances to document the number of visitors. Gateway and linking libraries that cannot place electronic people counters should make use of patron counts and surveys to help determine the best possible hours.

4.5 During the hours when the library is open, all services, such as reference, children's services and public access to the Internet should be maintained by an appropriate level of competent staff.

<u>Library Type</u>	<u>Standard</u>
Gateway - less than 500	15 - 20 per week
Linking - 500-1000	15 - 25
Service Center - 1000-2500	20 - 40
Major Service Center Level - 2500-10,000 I	35 - 60
Major Service Center Level II - 10,000-25,000	55 - 75
Major Resource Center Level I - 25,000-50,000	68 - 75
Major Resource Center Level II - over 100,000	68 - 80

4.6 Loan periods and borrowing limits should be based on collection size, patron borrowing needs, and turnover rate. Loan periods should allow sufficient time for reasonable use of circulating materials. Loan periods and limits should be as simple and as standard as possible.

4.7 The confidentiality of library user records should be maintained under the Kansas Open Records Act. Staff and Trustees should be aware that the library registration and borrowing records are legally open until they are specified as confidential in the library's policy manual.

REFERENCE AND REFERRAL

4.8 Library staff should provide reference service and patron assistance whenever the library is open. This service should be provided for all library users, regardless of age.

4.9 The reference service should provide current and correct information through a combination of print and electronic information that reflects the needs of the community.

4.10 Every Kansas library staff should make appropriate use of KANAnswer, the statewide online reference service for Kansas. Information on KANAnswer is available from the library systems and the State Library and at www.kananswer.info.

4.11 Every Kansas public library should participate in the access to information databases provided by the state of Kansas. These databases bring tremendous amounts of information into small communities that are not available in any other way.

4.12 Staff should actively promote interlibrary loan service, marketing it whenever the in-house collections and services cannot meet user needs. Interlibrary loan is critically important in serving patrons who are doing research or pursuing special interests. Every public library in Kansas should provide access to the Kansas Library Catalog and should have an established procedure that encourages users to request materials from other Kansas libraries through interlibrary loan. Every library should give serious consideration to joining KICNET. Through a partnership with the regional system or directly through OCLC, every library should additionally make available to patrons the opportunity to borrow materials from libraries outside the state of Kansas. Interlibrary loan protocols should be observed.

4.13 Every public library should participate in the creation of, and provide access to, community information in order to serve the community's local information needs. Library staff members should be trained to provide effective referral from the library to other sources of information and assistance in the community.

4.14 Library based information on the community may include but is not limited to:

- local government entities
- local organizations
- county extension
- other area libraries
- educational institutions
- hospitals
- museums
- historical societies
- public service agencies

4.15 Because current and accurate information is critical to community referral, staff or volunteer time should be allocated for the purpose of contacting agencies and updating records to maintain community information.

4.16 All libraries should make appropriate use of the Community Access Network (CAN), which offers information on public and social services across the state of Kansas. Information on the Community Access Network is available from the State Library.

4.17 At least one staff person trained to use all reference resources and to provide electronic access to information should be on duty during the library's operating hours. Reference staff in all libraries should be computer literate and trained in reference service, community information, reference interviewing techniques and online information retrieval.

4.18 All requests for information should be answered or referred within 24 library-open hours. Requests that cannot be filled by the local library should be filled through interlibrary loan, via electronic resources or through contact with another library or resource.

4.19 The quality of the library's reference service should be reviewed annually based upon the above criteria. Libraries that do not meet these standards for reference should seek additional training and education in order to improve reference services.

4.20 Libraries which cannot meet these standards for reference or who wish to enhance their resources should contract with another library or with a library system for reference service.

RESOURCES

4.21 The library's collections should provide the public with materials that meet the information and recreation needs of the community. Every library should have a written collection management policy that:

- supports the tenets of intellectual freedom in print and online resources
- includes selection criteria
- includes weeding criteria and methods for disposing of withdrawn materials
- describes methods the library will use to obtain materials it does not own
- includes the criteria for gifts
- describes the procedure the library will use handling challenges to library-owned materials.

4.22 The Board of Trustees should formally approve the collection management policy, review it annually, and make it available upon request.

4.23 All library resources should be organized for easy access and retrieval by library users. All print and non-print materials of permanent value should be cataloged and a current catalog maintained. 4.24 Recognized professional practices should be utilized in cataloging and classifying materials. Catalog records should contain sufficient information to fully identify each individual item, including a standard number such as ISBN or LCCN.

4.25 All library materials should be maintained in presentable condition and marked with an identification of ownership.

4.26 Every public library should have a continuous weeding program. At least 20% of the collection should be evaluated on an annual basis. At minimum, two to three percent should be weeded from the collection in each complete review of the entire collection. The CREW Method is a useful resource for weeding projects and is available from the systems and the State Library.

4.27 Every library should have clearly written procedures for acquiring and processing materials.

4.28 All newly acquired library materials should be listed in the Kansas Library Catalog. Older records should be updated regularly.

4.29 It is critical to recognize that while in-house library collections should be as comprehensive as possible, they are only a part of the service offered by any effective public library. They must be supplemented by an active interlibrary loan program and by access to remote and/or electronic information. These might include access to CD-ROM products, commercial databases, State of Kansas databases, Internet and other online services. Some of these services might also be offered through the regional library systems for small libraries. Every public library in Kansas should offer access to the resources of the state and the nation.

4.30 The minimum sizes of cataloged collections are identified in the following table. These figures may include rotating and bulk loan collections but do not include items such as ephemeral paperbacks that are not cataloged.

<u>Library Type</u>	<u>Standard</u>
Gateway - less than 500	12 items per capita
Linking - 500-1000	12 items per capita
Service Center - 1000-2500	10 items per capita
Major Service Center I - 2500-10,000	7 items per capita
Major Service Center II - 10,000-25,000	5 items per capita
Major Resource Center I - 25,000-50,000	3 items per capita
Major Resource Center II - over 100,000	3 items per capita

4.31 The minimum annual subscriptions to periodicals are identified in the following table. These standards can be met through a combination of print and full text electronic sources.

<u>Library Type</u>	<u>Standard</u>
Gateway - less than 500	10 - 20
Linking - 500-1000	15 - 30
Service Center - 1000-2500	35 per 1,000 population
Major Service Center I - 2500-10,000	20 per 1,000 population
Major Service Center II 10,000-25,000	15 per 1,000 population
Major Resource Center I - 25,000-50,000	10 per 1,000 population
Major Resource Center II - over 100,000	10 per 1,000 population

4.32 Periodical back files and indexes should be available to help patrons access the citations for which they are searching. Back files and indexes can be in print, microform, or electronic format. The number of print back files kept in a library and the length of time they are kept should be determined by community needs and managed by a written policy. The policy should take into consideration the number of print back files available in cooperating regional libraries. Emphasis should be placed on the shift from print to electronic databases and online sources with full-text information, citation indexing, and online archives. Access to these resources for patron use should be considered in collection development. Access to statewide resources should be fully utilized.

4.33 Public libraries should also provide local, regional, and national newspapers for in-house browsing and via electronic access.

4.34 Each library should maintain a collection of non-print materials in a variety of formats in response to community needs. Examples include CD-ROM, videos, audiobooks, and computer software.

STANDARD SERVICE TOOLS

4.35 In addition to in-house collections, every public library should have:

- an appropriate number of telephones
- an appropriate number of photocopiers
- at least one fax machine
- at least two computer workstations that include Internet access.

V. AUTOMATION AND TECHNOLOGY

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 Level I Major Resource Center

 Level II Major Resource Center

INTRODUCTION

5.1 Every public library should ensure each person's access to the information that is needed in a timely manner and appropriate format by providing trained staff, information resources, up-to-date technology and adequate telecommunications that provide quick, reliable connections.

5.2 Computer literacy is an important standard of service for library staff at all levels. All staff members should work toward a basic level of computer literacy, including familiarity with the operating system(s) of choice in their library. Technology is constantly changing, therefore staff members should continually update their computer literacy skills. Every library director should subscribe to the statewide library listserv Kanlib-l, as well as any appropriate regional listservs.

5.3 Library staff members who work with the public should be able to assist patrons in using the electronic information resources available. They should have a working knowledge of the searching techniques used in various online resources, and should be able to assist patrons with basic functions such as printing and saving documents. Every library should have bookmarked online access to the Kansas Library Catalog and Kansas Library Card databases. Where available, libraries should subscribe to local and regional newspaper websites.

5.4 All public libraries should provide email for staff use, public access to online databases, Internet access, fax, and photocopy service. Every library should have in place adequate policies for computer use and Internet access. These policies should be reviewed each year and updated as new issues arise, others become obsolete and legal decisions are enacted.

5.5 All library computers should have anti-virus software installed and kept up-to-date. Patron computers should have software or hardware security measures in place to ensure consistent and reliable performance.

5.6 Each public library should develop a flexible technology plan that is frequently reviewed and adjusted to reflect current needs. All equipment should be maintained regularly and placed on a replacement schedule as appropriate, with most computer equipment replaced after three to five years of service. Library budget should include funds to support this schedule.

5.7 Every public library should provide adequate time and financial support to train staff in the use of the equipment and online information services assigned to their job responsibilities. Training may be conducted in-house by library staff, by regional consultants or by outside instructors.

STANDARDS FOR LOCAL AUTOMATED SYSTEMS

5.8 An integrated library automation system is a computer system designed around a database of machine-readable bibliographic records for all types of library materials. Functions may include acquisitions, cataloging, serials control, circulation and public access catalogs. Libraries should explore the development of web accessible catalogs.

5.9 When a public library is automated, all cataloged materials in its collections should be included in its database.

5.10 Libraries without local automation systems should work toward getting records of their collections into machine-readable form (full MARC). These should be entered on the KLC, either by using the Holdings Update Program or through the regional system.

5.11 The need for a local automation system, and its financial feasibility, should be evaluated regularly by the library staff and board in cooperation with regional system personnel.

PERSONNEL TRAINING STANDARDS

Gateway, Linking (0-500), (500-1000)

5.12 Library staff should be trained to provide access to automated interlibrary loan, either directly or through the regional system; access to CD-ROM and online databases; fax and electronic mail. Some staff should be trained to provide reference services through Internet searching.

Service Center (1000-2500)

5.13 Library staff should be trained to provide direct access to automated interlibrary loan; access to CD-ROM and online databases; fax and electronic mail. Staff should be trained to provide reference service through Internet searching. Some staff should be trained to provide technical assistance to patrons.

Level I Major Service Center (2500-10,000)

5.14 Library staff should be able to provide automated interlibrary loan. All staff should be able to participate in electronic mail. Staff should be able to provide reference service through print format and online reference access. Interlibrary loan requests and reference questions that cannot be met at the facility should be referred within 24 hours.

5.15 Some staff should be trained to create, update and maintain websites, and provide technical assistance to patrons.

Level II Major Service Center (10,000-25,000)

5.16 Library staff members should be able to use office software, fax, CD-ROM, electronic mail and online services. Reference and information staff should be proficient in the use of electronic information services and databases. One staff member trained in the use of online technology should be on duty whenever the library is open.

5.17 Some staff should be trained to create, update and maintain websites, and provide technical assistance to patrons.

5.18 The director should provide a training program plan for technology training of all support staff.

Level I Major Resource Center (25,000-100,000)

5.19 Library staff members in every facility should be able to use office software, fax, CD-ROM, electronic mail and online services. Reference and information staff in every facility should be proficient in the use of electronic information services and databases. In every facility, one staff member trained in the use of electronic technology should be on duty whenever the library is open.

5.20 Some staff should be trained to create, update and maintain websites.

5.21 Department heads and branch directors should provide a comprehensive training program plan for technology training of all support staff that is placed in personnel folders and reviewed during performance appraisal.

Level II Major Resource Center (100,000+ pop)

5.22 Library staff members in every facility should be able to use office software, fax, CD-ROM, electronic mail and online services. Reference and information staff in every facility should be proficient in the use of electronic information services and databases. In every facility, one staff member trained in the use of electronic technology should be on duty whenever the library is open.

5.23 Some staff should be trained to create, update and maintain websites.

5.24 Department heads and branch directors should provide a comprehensive training program plan for technology training of all support staff that is placed in personnel folders and reviewed during performance appraisal.

5.25 Technologically-sophisticated staff members should be encouraged to share their expertise with other Kansas libraries through consulting, participation in system programs and participation in statewide programs.

TECHNOLOGY EQUIPMENT STANDARDS

Gateway (0-500)

5.26 The library should have at least three computer workstations with broadband Internet access, good quality printers, and CD-ROM drives. One should be for staff use and two should be public access computers. The library should also have fax service. The library should have Internet service and bookmarked access to the Kansas Library Catalog and Kansas Library Card databases.

5.27 The library should periodically consider the need for an integrated library automation system. Bibliographic records for all materials should be created in or converted to full MARC format.

5.28 The library should have an annually updated technology. A written copy of the technology plan should be on file.

Linking (500-1000)

5.29 The library should have at least five computer workstations with broadband Internet access, good quality printers, and CD-ROM drives. At least one should be for staff use and four should be public access computers. The library should have fax service. The library should have bookmarked access to the Kansas Library Catalog and Kansas Library Card databases.

5.30 The library should have an integrated library automation system. Bibliographic records for all materials should be converted in or converted to full MARC format.

5.31 The library should have an annually updated technology plan using the E-rate plan as a template. A written copy of the technology plan should be on file.

Service Center (1000-2500)

5.32 The library should have at least 10 computer workstations with broadband Internet access, good quality printers, and CD-ROM drives. At least four should be for staff use and six should be public access computers. The library should have fax service. The library should have bookmarked access to the Kansas Library Catalog and Kansas Library Card databases and be an active participant in the Kansas Interlibrary Loan System.

5.33 The library should utilize an integrated library automation system to manage circulation and cataloging and to provide an Internet-accessible web-based public access catalog. Bibliographic records for all materials should be created in or converted to full MARC format and loaded in the Kansas Library Catalog.

5.34 The library should have an annually updated technology plan using the E-rate plan as a template. A written copy of the technology plan should be on file.

Level I Major Service Center (2500-10,000)

5.35 The library should have at least 15 computer workstations with broadband Internet access, good quality printers, and CD-ROM drives. At least five should be for staff use and ten should be public access computers. At least 10 computers should be available for public use. The library should have fax service. The library should have bookmarked access to the Kansas Library Catalog and Kansas Library Card databases and be an active participant in the Kansas Interlibrary Loan System.

5.36 The library should utilize an integrated library automation system to manage circulation and cataloging and to provide an Internet-accessible web-based public access catalog. Bibliographic records for all materials should be created in or converted to full MARC format and loaded in the Kansas Library Catalog.

5.37 The library should have an annually updated technology plan using the E-rate plan as a template. A copy of the technology plan should be on file.

Level II Major Service Center (10,000-25,000)

5.38 The library should have at least 20 computer workstations with broadband Internet access, good quality printers, and CD-ROM drives. At least five should be for staff use and fifteen should

be public access computers. At least 15 should be for public access. The library should have fax service.

5.39 The library should utilize an integrated library automation system to manage circulation and cataloging and to provide an Internet-accessible web-based public access catalog. The library should provide regularly scheduled introductory computer training for patrons. Bibliographic records for all materials should be created in or converted to full MARC format and loaded in the Kansas Library Catalog. The library should be an active participant in the Kansas Interlibrary Loan System.

5.40 The library should have an annually updated technology plan. A written copy of the technology plan should be on file.

Level I Major Resource Center (25,000-100,000)

5.41 The library should have as many computer workstations and fax machines as needed for the efficient delivery of services but no fewer than 40 with at least 30 for public access. All workstations should have the capability to access email and online information services. The library should have fax service.

5.42 The library should utilize an integrated library automation system to manage circulation and cataloging (with enough terminals to meet public demand) and to provide an Internet-accessible web-based public access catalog. Public communication between the library and its users who have Internet access should be provided. The library should provide regularly scheduled introductory computer training for patrons. Bibliographic records for all materials should be created in or converted to full MARC format and loaded in the Kansas Library Catalog. The library should be an active participant in the Kansas Interlibrary Loan System.

5.43 The library should have a comprehensive, annually updated plan for progressive library technology development. A written copy of the plan should be on file.

Level II Major Resource Center (100,000+)

5.44 The library should have as many computer workstations as needed for the efficient delivery of services but no fewer than 250 with at least 170 for public access. All staff workstations should have the capability to access email and online information services. The library should have fax service.

5.45 The library should utilize an integrated library automation system to manage circulation and cataloging (with enough terminals to meet public demand) and to provide an Internet-accessible web-based public access catalog. Public communication between the library and its users who have Internet access should be provided. The library should provide regularly scheduled introductory computer training for patrons. Bibliographic records for all materials should be created in or converted to full MARC format and loaded in the Kansas Library Catalog. The library should be an active participant in the Kansas Interlibrary Loan system.

5.46 The library should have a comprehensive, annually updated plan for progressive library technology development. A written copy of the plan should be on file.

VI. LIBRARY PERSONNEL

- Introduction
- Personnel Policies
- Staff Evaluation
- Evaluating the Library Director
- Evaluating Staff Members
- Staffing Levels
- Standards for Staffing
- Continuing Education
- Professional Associations

INTRODUCTION

6.1 All Kansas residents should expect library personnel of the highest competence and integrity, oriented to community service, as an essential element of their library's service objectives. Recruitment of the library director and development of the library staff is one of the most important tasks of the library board. Smaller libraries, necessarily operating with a smaller staff, should have access to help from MLS consultants from the regional library systems and the State Library. In each public library, the staff and consultants should have the collective skills to:

- Assess community needs, set objectives, evaluate and measure the effectiveness of library programs.
- Deliver necessary bibliographic services and deliver the services that are needed by individual library users in a variety of formats.
- Be aware of current and emerging technologies and be able to implement those technologies that will provide faster and more effective information transfer to the community.
- Select and provide guidance in the use of all library materials.
- Work within the political and social structures of the community to market library services to the entire community.
- Effectively communicate library policies as formulated by the library board to library staff and the public.
- Be aware of current laws affecting Kansas libraries.
- Make effective use of system consultants, State Library consultants and other library development resources.

PERSONNEL POLICIES

6.2 All positions in a public library should be established and organized as part of a career service. Every library should have a written personnel policy with position descriptions, as well as the

educational requirements and job skills for each position. The personnel policy should also be applied to volunteers.

6.3. To promote continuity of service and policy, every library should have a paid staff. Library staff members should receive salaries and benefits which are equivalent to those received by other educators and public employees in the community who have similar levels of skill, experience and responsibility. The cost of living in individual Kansas communities should also be considered.

6.4 All paid public library staff must be paid at least minimum wage.

6.5 Quality public library service is dependent on a library staff that is well trained and dedicated to the mission of the library in the community. This commitment should be rewarded with compensation that demonstrates the value of the library staff to the community.

6.6 The salary of the library director, in particular, should reflect the proper market value of a professional with formal education, continuous training, sophisticated skills and a strong commitment to the quality of life in the library's service community. The director's salary should enable the library board to hire and retain a trained and highly talented library administrator.

6.7 All public libraries should have written personnel policies that are reviewed and updated every two years. Components of a written personnel policy include:

- Appointment, promotion and dismissal of personnel in libraries on the basis of merit, without regard to race, gender, marital status, national origin, political opinion, age, religious belief, veteran status or disability.
- A specified probationary period for new employees, and a periodic evaluation process for all staff members.
- An outline of benefits, such as vacation, sick leave, retirement, health and life insurance. Unless the library's parent government offers benefits to library employees, the library should fund benefits with an employee benefit fund, so that benefits are not part of the regular library budget.
- An outline of policies concerning absence with pay for continuing education activities. There should be a specific policy that encourages compensation for continuing education activities.
- An outline of policies concerning leaves of absence, including family and medical leave, civil service leave and funeral leave.
- A clearly stated schedule of paid library holidays and days when the library will be closed.

STAFF EVALUATION

6.8 The library must have a position description with essential duties listed before evaluation of any staff member takes place.

6.9 If the library does not have a satisfactory evaluation process, system and State Library staff can help in developing one. But neither the staff nor the Trustees should depend exclusively on an

evaluation "tool." Narrative evaluation that addresses very specific and timely concerns of the library and the community is much more valuable and more likely to result in excellent library service.

EVALUATING THE LIBRARY DIRECTOR

6.10 Every library director must receive an annual or semi-annual evaluation of their performance and accomplishments for the period under review. Evaluation should not cover a period of more than one year. This evaluation should be a two-part review:

- The library board should conduct an evaluation that is tailored to the position description and to the goals that have been developed for the period under review.
- The director should also present a self-evaluation of their position and performance during the period under review. The director should present progress with specific library projects and highlight achievements, but should also review obstacles or problems that may be preventing fully satisfactory accomplishments.

6.11 Having both the board and the director complete the evaluation gives both sides valuable information about the perceptions and priorities of the other and helps them to solve problems before they escalate into major difficulties.

6.12 Both the trustees and the director should consider questions such as:

- Has the director helped the board develop a current plan of library service that will be used to develop coming library budgets?
- Has the director managed the library so that it can provide the designated library services?
- Has the director managed the staff so that library operations are friendly, efficient and cost effective?
- Does the director assure the evaluation of all staff members at least once a year, using both written evaluation and interview?
- What specific progress has the director made in achieving the objectives that are outlined in the library's current plan or budget?
- Has the director marketed the library's programs and services to the community, using a variety of methods?
- Is the community visibly pleased with the library?
- Has the director provided sufficient information to the board so they can function effectively at their monthly board meetings?
- Has the director been responsive to the priorities and actions of the library board?

- Has the director kept in touch with new developments in Kansas library service and relayed these to the staff and the board?

6.13 There may be times when the director is not performing to the board's satisfaction in certain areas. At such times, the board's watchword should be SPECIFICS. The director should be given specific tasks to accomplish within a specific period or specific behaviors to change. Advice on the needed changes should be given with impeccable courtesy.

6.14 Unspecific charges such as "bad attitude" are more likely to result in frustration and anger than constructive change. Many directors have successfully corrected an unsatisfactory situation after they gained a clear understanding of the board's expectations.

6.15 The director should be reminded that the goal of the evaluation "is not to prove but to improve." The focus should stay on achieving goals and making needed changes in specific areas. As much as possible, the director should look forward to a chance to assess their positions, rather than worrying about an unforeseen attack.

EVALUATING STAFF MEMBERS

6.16 Every library staff member should receive an annual or semi-annual evaluation of their performance and accomplishments during the period under review. These evaluations should also not cover a period of more than one year. The evaluation should be conducted by the supervisor and tailored directly to the position description and to goals that have been developed for the period under review. Staff members should create their own evaluation of their work for the same period. This can give the supervisor very valuable information about the staff member's priorities and perceptions of their work. It also fosters partnership in the solution of problems.

6.17 Staff members should also be aware that the goal of staff evaluation "is not to prove but to improve." While problems may be discussed during the evaluation, there should be no unpleasant surprises that haven't been addressed before.

6.18 The focus should stay on achieving goals and making needed changes in specific areas. As much as possible, staff members should look forward to a chance to assess their positions, rather than worrying about an unforeseen attack.

STAFFING LEVELS

6.19 The number of staff members should be sufficient to perform the duties involved in selecting, organizing and interpreting library materials and to provide consistently efficient service during hours when the library is open to the public.

6.20 Each public library needs the service of an MLS librarian, either directly employed by the library board, contracted for through the library system, or jointly employed by two or more libraries.

6.21 Every library serving over 8000 people should hire a library director with a graduate degree from an ALA-accredited library school when it is necessary to hire a new administrative librarian.

6.22 A competent non-MLS director in a library serving over 8000 people should receive board support when pursuing the MLS degree. This support should take the form of paid administrative leave and complete or partial tuition support. Compensation should be adjusted to reflect the degree.

6.23 Every library serving less than 8000 persons should have a library director who is pursuing appropriate continuing education. The library board should offer paid leave and make sure the tuition is paid. Compensation should be adjusted to reflect any successful certification.

STANDARDS FOR STAFFING

6.24 Gateway-Linking - less than 1000 people

- The library should have one paid librarian and at least one paid substitute.
- The library should have an employee benefit plan, under an employee benefit levy, that includes the following benefits: health insurance, life insurance, retirement, paid holidays, paid sick leave, paid annual leave, family and medical leave.

6.25 Service Center - 1000 - 2500 people

- The library should have a paid administrative librarian who has or is planning to obtain appropriate certification. There should be one additional full-time equivalent for every 1500 people in the service area. There should also be one paid substitute.
- The library should have an employee benefit plan, under an employee benefit levy, that includes the following benefits: health insurance, life insurance, retirement, paid holidays, paid sick leave, paid annual leave, family and medical leave.

6.26 Level I Major Service Center - 2500 - 10,000 people

- The library should have a paid administrative librarian and, in addition, one full-time equivalent employee for every 1500 people in the service area.
- If there are more than 8000 people in the service area, the library should require an MLS when it is necessary to hire a new director. A competent director without the MLS degree should be encouraged to obtain it and supported with administrative leave and tuition support.
- The library should have a benefit plan, established under an employee benefit levy, that includes the following benefits: health insurance, life insurance, retirement, paid holidays, paid sick leave, paid annual leave, family and medical leave.

6.27 Level II Major Service Center - 10,000 - 25,000 people

- The library should have one administrative librarian and a full time equivalent position for every 1500 people in the service area. The director should have, or be pursuing, the MLS degree with support from the board of trustees through administrative leave and tuition support.

- The library should have a benefit plan established under an employee benefit levy that includes the following benefits: health insurance, life insurance, retirement, paid holidays, paid sick leave, paid annual leave, family and medical leave.

6.28 Level I Major Resource Center - 25,000 - 100,000 people

- The library should have an administrative librarian, plus an additional .6 full-time equivalent employee for every 1,000 people of the user population. A ratio of three F.T.E. non-MLS staff to one F.T.E. MLS librarian should be maintained. Allocation of professional, paraprofessional and clerical staff needs to be made with system and branch roles and service patterns in mind. Each large library facility should have, at minimum, an MLS branch manager and an MLS children's librarian, and all branch facilities should have management oversight by MLS librarians. System-wide function supervisors should cooperate to provide quality service in a consistent manner throughout the library system.

- The library should have a detailed salary schedule and a comprehensive benefit plan for all employees.

6.29 Level II Major Resource Center - over 100,000 people

- The library should have an administrative librarian, plus an additional .6 full-time equivalent employee for every 1,000 people of the user population. A ratio of three F.T.E. non-professional staff to one F.T.E. MLS librarian should be maintained. Allocation of professional, paraprofessional and clerical staff needs to be made with system and branch roles and service patterns in mind. Each large library facility should have, at minimum, an MLS branch manager and an MLS children's librarian. All branch facilities should have the management oversight of MLS librarians. System-wide function supervisors should cooperate to provide quality service in a consistent manner throughout the library system.

- The library should have a detailed salary schedule and a comprehensive benefit plan for all employees.

CONTINUING EDUCATION

6.30 The changes in library services and programs have increased the need for continuing education among persons connected with libraries, including paid staff and volunteers, Trustees and Friends. The proliferation of technology causes a need for more qualified personnel. At the same time, the needs and expectations of library users have expanded dramatically, causing the role of library personnel to grow. Library personnel need to increase their skills in community analysis and long range planning while maintaining an awareness of current trends in society and the library profession.

6.31 Each library board should adopt a written continuing education policy. Staff at every level of service has the right to continuing education opportunities and a responsibility to participate in them. Library boards should be committed to the continuous development and improvement of personnel and should include continuing education expenses within library budgets.

6.32 All staff members should have the opportunity to attend workshops provided by the Regional System of Cooperating Libraries which relate to their jobs and to take a minimum of eight hours of

continuing education contact hours each year. Staff members should also be encouraged to visit at least one other library each year.

6.33 All paid staff should expect the library policy to include a statement about absence with pay while pursuing continuing education activities.

6.34 All members of the library board should participate in at least one continuing education activity annually. This may be part of a regularly scheduled board meeting with a presentation provided or attendance at continuing education activities sponsored by the system and/or other continuing education providers. Most or all of the library board must participate in the activity.

6.35 Following is a suggested continuing education policy for public libraries:

- The Board of Trustees of (name of library) supports the continuing education policy of the Kansas State Library. Library staff, Trustees, volunteers and Friends of the Library are encouraged to participate in learning experiences that contribute directly or indirectly to improved library service to the users of (name of library).

- Library staff will be paid their regular salary while participating in continuing education. In addition, library staff will be reimbursed for continuing education expenses as outlined:

Registration: Mileage: Meals: Overnight Accommodations:

- When the Board of Trustees asks Friends, volunteers or Trustees to participate in continuing education, these participants shall be reimbursed at the same rate as library staff.

PROFESSIONAL ASSOCIATIONS

6.36 Membership in the Kansas Library Association (KLA) should be maintained by the library for the institution. Memberships in the Mountain Plains Library Association (MPLA) and the American Library Association (ALA) are encouraged.

6.37 Directors/head librarians should be actively involved in KLA. Members of ALA and/or MPLA should participate in their organizations' conventions and conferences. Other staff members should attend meetings and workshops related to their jobs.

6.38 Within budget limitations, library directors/head librarians should request funds from the board for financial assistance at conferences. At the minimum, time with pay should be allowed to staff members wishing to attend meetings and conferences sponsored by library organizations of which they are members.

VII. PHYSICAL FACILITIES

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- Introduction
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INTRODUCTION

7.1 The library building should be efficient in organization for use by users and library staff, flexible in design to allow for changing needs, and expandable. The most important consideration in facility design would be to plan for the future, keeping in mind your specific community. A long-range plan with a clearly articulated mission statement, goals, objectives, and an action plan provides a basis for evaluating whether a library has a facility that adequately meets community needs. No single, standard library building could be duplicated for every situation. Local service needs differ and the nature of the library service required in each community will determine the type of physical facility required. For this reason, an analysis of the library's functional needs is as important as the identification of quantitative standards. Plans for the future should begin with a careful evaluation of the particular community, its environment, its current and future needs and its current and future services. *System and State Library consultants should be involved early in the process. Their input on effective facilities can be valuable.*

7.2 The library must ensure accessibility for all persons according to requirements of the Americans with Disabilities Act (See Appendix A). All public libraries should comply with safety, fire, sanitary, and other local building codes. Libraries in cities without local building code jurisdiction should strive to meet a national building code such as the Uniform Building Code (UBC) or the Building Officials and Code Administrators, International (BOCA) code.

7.3 An attractive facility is an important way to bring the benefits of library service to the community's attention. To provide modern, comprehensive library service there must be a welcoming atmosphere of freedom and openness that will encourage a wide segment of the population to use the library and regard it as an essential component of community life. A regular maintenance plan plays an important part in keeping the facility attractive and useful.

7.4 Regular maintenance, and prompt repair as needed, will extend the usable life of the library building and its components. Thus, the development and implementation of a building maintenance plan is recommended. A building maintenance plan will identify a schedule for maintenance of

components of the structure, the exterior building envelope (roof, etc.), mechanical equipment, etc. The building maintenance plan will also serve as a budgetary planning tool so that major replacement expenses can be better predicted, and funding secured. (See the Maintenance Checklist in the appendices).

7.5 When it is determined that an existing facility restricts the delivery of needed services, improvement of the physical facility must be considered. The improvement and maintenance of the physical facilities should be planned as a part of a long-range library development program, anticipating needs for a twenty year period, with minimum five-year updates. A planning and needs evaluation process should be conducted for a totally new facility or for any significant renovation project.

7.6 Planning a new library building, renovating or expanding an existing structure, or considering the adaptation of a building in another location as a library facility all start with a methodology of informed and thoughtful programming which should result in a carefully written building program statement. This should be developed by the librarian, the library staff and the Board of Trustees, with the assistance of a qualified architect and/or building consultant. A new or expanded building should result in a completely barrier-free building. A library plan for compliance with the Americans with Disabilities Act should be included in the planning process. Further information about developing a building program statement is contained in Appendix B. (See also the publication *Designing a Fine Library: Tools from the KLA Standards Committee, the Regional Systems and the Kansas State Library*)

SPACE ANALYSIS

7.7 The space analysis refers to the study of those things directly related to fulfilling the library's role in the community. The analysis is not limited to the interior of the facility, and includes consideration of site activities such as parking, service, and vehicular and pedestrian access.

<u>Library Type</u>	<u>Total Space (sq. ft.)</u>
Gateway	2,000 - 2,800
Linking	2,800 - 4,450
Service Center	4,450 - 6,600
Major Service Center I	6,600 - 12,600
Major Service Center II	12,600 - 21,200
Major Resource Center I	21,200 - 58,300
Major Resource Center II	58,300 or more

7.8 To analyze the space requirements for the library, the library building committee, working closely with staff, should employ the following three-step procedure:

- Identify each activity function and list the occupant and/or fixture requirements. For example, if the activity is checking out books, the committee should work with the staff to determine the number of work spaces necessary to do the task, and also any special needs such as computer terminals or file drawers.
- Identify the relative location of activity areas to each other so that different activities that can give mutual support are together and activities that are less compatible are separated. For example, should the young adult reading area be near the juvenile materials or the adult

materials? How close should the workroom be to the circulation desk? Should staff parking be separated from public parking?

- Identify any special requirements for each activity such as lighting, acoustics, security, supervision, equipment, electrical circuits and outlets, etc. Make the lighting appropriate to the use in each area, i.e., avoid glare near computer terminals, softer lighting for reading areas. Special emphasis should be placed on including a generous number of data ports and electrical outlets.

7.9 At least the following should be considered when analyzing the activities of the library:

- collections and reading areas
- staff areas
- public service areas
- special use areas
- storage areas
- nonassignable areas
- interior environment
- exterior environment
- public and staff security and
- general requirements.

COLLECTIONS AND READING AREAS

7.10 Materials and reading areas should be easily accessible to users upon entering the building. It should be possible to move shelving, and stacks should not be so high that library users can't reach them.

<u>Library Type</u>	<u>User Seating (chairs)</u>
Gateway	10 - 20
Linking	15 - 18
Service Center	18 - 30
Major Service Center I	30 - 60
Major Service Center II	60 - 100
Major Resource Center I	100 - 200
Major Resource Center II	200 or more

7.11 Includes seats for both children and adults in reading areas, but does not include chairs necessary for group activities.

<u>Library Type</u>	<u>User Seating Space (sq. ft.)</u>
Gateway	300 - 450
Linking	450 - 550
Service Center	550 - 900
Major Service Center I	900 - 1,800
Major Service Center II	1,800 - 3,000
Major Resource Center I	3,000 - 6,000
Major Resource Center II	6,000 or more

7.12 Based on 30 square feet per seat.

<u>Library Type</u>	<u>Collection Space (sq. ft.)</u>
Gateway	600 - 700
Linking	700 - 1,000
Service Center	1,300 - 2,000
Major Service Center I	2,000 - 6,000
Major Service Center II	6,000 - 10,000
Major Resource Center I	10,000 - 30,000
Major Resource Center II	30,000 or more

THESE RECOMMENDATIONS ARE DRAWN FROM LIBRARY BUILDING MANUALS.

Please see Bibliography in the Appendices for additional resources for building projects.

7.13 Space should be allocated for materials and services to adults and children with areas for non-fiction, fiction, videos, periodicals, audio collections, reference and other collections. Shelving and furniture intended for use by children should be sized appropriately, and additional room for age-appropriate display should be allowed for in areas for children and young adults. Future growth of these collections must be accommodated. Expansion room should also be provided for future collections that may be developed.

7.14 Accommodations for materials in non-book formats must be considered. Plans should be flexible to allow for changes as dictated by technology and changing community needs.

7.15 The catalog should be in electronic format and located in an area easily accessible to the user, the staff, and to the materials with at least one access point that can be used in the seated position that complies with ADA.

7.16 Appropriate seating and accommodations for older adults and those with mobility impairments should be considered when making furniture selections. Comfortable and ergonomically correct library seating is considered part of ADA compliance.

PUBLIC SERVICE AREAS

7.17 Circulation desk, entrance area, drinking fountain and public phone, room for patrons to greet each other without blocking service areas are considerations when analyzing these areas. Room for public access catalogs, public use typewriter and computer areas are based on the assessed community needs and the library's roles and function.

STAFF AREAS

7.18 Circulation, reference and technical service areas should accommodate supporting technologies.

7.19 The staff area should be sufficient to ensure that staff members can perform their daily tasks effectively. This includes separate or shared work areas, equipment needs, numbers of stations in

each work area, immediate access to sinks, etc. Make sure that adequate storage and adequate outlets are included in the plans.

7.20 Facilities should be provided for the personal needs of the library staff, such as a lounge, kitchen, lockers, and restrooms. A space should be provided to secure personal belongings of staff and volunteers.

<u>Library Type</u>	<u>Staff Work Space (sq. ft.)</u>
Gateway	300 - 450
Linking	450 - 600
Service Center	600 - 900
Major Service Center I	900 - 1,200
Major Service Center II	1,200 - 1,500
Major Resource Center I	1,500 - 3,000
Major Resource Center II	3,000 or more

7.21 Based on 150 square feet per workspace.

SPECIAL USE AREAS

7.22 Space designed for group activities is an asset to the library, especially if the space can accommodate children's or adult programming. Access to a multi-purpose room should be considered one of the library's services. A multi-purpose room should include a separate entrance to the room so that it may be used after library hours while ensuring the security of the rest of the library. Auxiliary space for chairs, folding tables, coats, audio and exhibit equipment, restrooms and a kitchenette should also be provided. Exhibit space and a bulletin board should be provided for use by the library and the community.

7.23 Programming space for children may be separate or may be merged with multi-purpose meeting rooms. These areas should be visible from adjacent public areas. Acoustical treatment of the children's area and/or a separate children's room is important.

7.24 Accommodations for a Kansas room and a local history area or special collection of local materials should be considered. The area should have adequate electrical and data outlets to support computer technology.

7.25 The number and size of meeting rooms should be determined by the library's anticipated programming activities and by the availability of similar rooms elsewhere in the community for use by local groups.

<u>Library Type</u>	<u>Meeting room space (sq. ft.)</u>
Gateway	200 - 300
Linking	300 - 500
Service Center	500 - 700
Major Service Center I	700 - 900
Major Service Center II	900 - 1,200
Major Resource Center I	1,500 - 3,000
Major Resource Center II	2,400 or more

7.26 Special use space includes terminals to access an automated catalog, index tables, newspaper racks, AV shelving, photocopiers, etc. Special use space typically constitutes approximately 10 percent of the overall total area in the building. This percentage declines in larger buildings.

<u>Library Type</u>	<u>Special Use Space (sq. ft.)</u>
Gateway	200 - 300 (10% of Total Space)
Linking	300 - 500 (10% of Total Space)
Service Center	500 - 700 (10% of Total Space)
Major Service Center I	700 - 900 (10% of Total Space)
Major Service Center II	900 - 1,200 (7% of Total Space)
Major Resource Center I	1,200 - 2,400 (6% of Total Space)
Major Resource Center II	2,400 or more (5% of Total Space)

NONASSIGNABLE AREAS

7.27 Nonassignable areas include stairways, corridors, restrooms, elevators, book lifts, and spaces for mechanical, electrical and communications equipment. When possible, these areas should be located so as not to interfere with flexibility in arrangement of future alterations. If the building occupies more than one level, an elevator or ramp must be included.

7.28 Restroom(s) for staff and the public should be provided. They should be located to permit adequate supervision. Restrooms must meet the specifications required by the Americans with Disabilities Act.

7.29 Space should be available to permit adequate storage of maintenance and cleaning supplies, decorations and craft materials, and building and lawn maintenance equipment. Include adequate, conveniently located janitor closets. Clutter is considered a legal hazard under ADA and should be avoided.

<u>Library Type</u>	<u>Nonassignable Space (sq. ft.)</u>
Gateway	400 - 600 (20% of Total Space)
Linking	600 - 1,000 (20% of Total Space)
Service Center	1,000 - 1,400 (20% of Total Space)
Major Service Center I	1,400 - 1,800 (20% of Total Space)
Major Service Center II	1,800 - 4,300 (20% of Total Space)
Major Resource Center I	4,300 - 14,500 (25% of Total Space)
Major Resource Center II	14,500 plus (25% of Total Space)

INTERIOR ENVIRONMENT

7.30 Building layout should be arranged to maintain ease of traffic flow. Future growth, flexibility, and the need for adequate visual supervision must be considered when placing interior walls. The needs of the disabled and people of all ages must be considered when planning aisles, shelving, stairs, elevators, restrooms, telephones, cabinets, furniture, computers, etc.

7.31 Proper climate control must be provided for the comfort of the public and the staff, as well as the preservation of library materials. Special collections may require separate climate control.

7.32 Special attention must be paid to the energy efficiency of the entire facility. Adequate building insulation and insulated window glazing should be included in all new or renovated buildings.

7.33 Construction materials, equipment and furnishings should be selected considering aesthetics, commercial-grade durability, comfort, ease of maintenance, and applicable local and state building and fire codes.

LIGHTING AND ACOUSTICS

7.34 Lighting should be maintained at adequate levels to achieve visual comfort and effectiveness, in accordance with current Illuminating Engineering Society (IES) standards.

7.35 Lighting should be glare-free and uniform. Consideration of use, cost, location and ease of replacement should guide the choice of lighting fixtures. Special care should be taken to position lighting and book stacks relative to each other so that all shelving is evenly illuminated. Accommodation for future book stack arrangements should be made.

7.36 Consideration for the special needs of older adults, and those who are visually impaired, should be included when choosing lighting. Particularly strong light is needed at right angles to the stacks, in the leisure reading area and in the library's restrooms. White, cream or yellow paint will aid the lighting. Paneling or blue paint will weaken the lighting and may make it necessary to install supplementary lighting.

7.37 Acoustical treatment should be used to control sound as needed in each of the spaces in the building. Also consider noise from external sources.

SIGNAGE

7.38 Signs locate public services and are part of the interior design. They should be attractive, concise and use terminology that is meaningful to the public. When possible, a consistent design quality adds to the aesthetic of the space.

7.39 Collection and department signs are critical even in small libraries. They should be at least 5 inches high, with excellent contrast. Stack signs should offer an accurate mix of verbal and Dewey information. They should be at least three inches high, with excellent contrast.

7.40 Adequate and appropriate signs should identify the library's service areas as well as the library collection; i.e., Adult Service, Reference, Children's Room, as well as computer workstations, elevators, exits, and restrooms.

EXTERIOR ENVIRONMENT

7.41 The exterior of the library should be aesthetically pleasing and functional. The architecture should meet the requirements of the library's program needs. Landscaping should enhance the architectural design of the building and building security, to require minimal maintenance and to allow for possible exterior programming uses.

7.42 The library's public parking should include one van-accessible parking space for every 25 public parking spaces. A van-accessible space is 8 feet wide with an 8 feet aisle. Two handicapped parking spaces may share a common aisle. Off street parking is desirable if possible. Potential building sites that do not meet the parking standards below should not be selected.

<u>Library Type</u>	<u>User parking (spaces)</u>
Gateway	7-9
Linking	9-15
Service Center	15 - 22
Major Service Center I	22 - 42
Major Service Center II	45 - 71
Major Resource Center I	75 - 190
Major Resource Center II	190 or more

7.43 Based on 1 space per 300 square feet of Total Space. Local codes may vary from this formula.

<u>Library Type</u>	<u>Staff parking (spaces)</u>
Gateway	1 - 2
Linking	2
Service Center	2
Major Service Center I	2 - 5
Major Service Center II	5 - 12
Major Resource Center I	12 - 45
Major Resource Center II	45 or more

7.44 Based on 1 space per .75 FTE staff.

7.45 A conveniently located exterior book return should provide for after-hours access. The book return should be designed for ease of maintenance by the library staff and should fireproof and protected from vandalism. It should also be in a barrier-free location that does not involve any steps.

7.46 Exterior lighting should be sufficient to provide ease of access, security, and personal safety to and from parking areas and along all walkways around the exterior of the building. Sufficient exterior lighting provides an additional measure of security for the building.

7.47 A highly visible exterior sign placed at eye level should identify the library from adjacent public roadways. The municipality should provide directional signs to the library from major thoroughfares. A flagpole with lighting should be considered.

LIBRARY EMERGENCY PREPAREDNESS AND DISASTER RESPONSE PLAN

7.48 Every library must have a written Emergency Preparedness and Disaster Response Plan. This plan should be compiled by a committee consisting of staff members, a member of maintenance, a board member, and a representative from the fire and police departments. Planning should include the areas of prevention and preparedness, response, and recovery and the final plan should be approved by the Library Board of Trustees.

7.49 The Director and other members of the Emergency Response Team should have access to a copy of the plan at the library as well as a copy at home. A copy of the plan should be located off-site where it is accessible to the Emergency Response Team if the emergency prevents the team from accessing the library building. This may include copies at residences, or it may be another copy at a secure location. There are many Emergency and Disaster plans available online or in printed materials to use as templates. Assistance and advice in preparing this document may be requested from system and State Library personnel.

7.50 The Emergency and Disaster Plan should be reviewed annually for any corrections or updates necessary. All copies of the plan should be updated, including those located off-site.

7.51 The Emergency and Disaster Plan may include, but should not be limited to, the following list of emergencies:

- bomb threat
- bombs
- explosions
- earthquakes
- fire
- flood or severe water leak
- gas, steam or hazardous materials
- hostage
- heating/air conditioning/ventilation malfunction
- medical emergency
- mold/mildew/pests
- power failure
- terrorism
- tornadoes or severe weather
- vehicle accidents
- work place violence

7.52 Sections on each emergency/disaster may include, but should not be limited to, items from the following list (excerpted from www.solinet.net):

- emergency information sheet: one-page summary of immediate steps to be taken and individuals to be contacted
- introduction to the plan
- communication plan (telephone tree)
- institution-wide collection priorities
- prevention/protection strategy
- checklist of pre-disaster actions
- instructions for response and recovery

- recovery/response team members
- record-keeping forms
- detailed building plans
- resource lists
- vendors
- accounting information
- insurance information
- location of keys or other security devices

PART FOUR: APPENDICES

APPENDIX A

COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT - INTRODUCTION

This document is intended to serve as an aid to the early stages of ADA compliance planning. It is not a substitute for legal advice or expert arbitration in dealing with complaints alleging non-compliance with the Americans with Disabilities Act.

OUTLINE OF ACTIVITIES FOR ADA COMPLIANCE

1. Make your Board members aware of the concerns connected with ADA compliance. Obtain a motion of approval for the staff to study the facility and prepare a plan documenting the steps the library can and cannot take to comply with the requirements.
2. Make sure your staff is aware of proper procedures for helping disabled patrons. Extra levels of courtesy are sometimes necessary for equal service. Make sure that all library staff members have the same information about the library's plans to study ADA compliance
3. Conduct a thorough review of your library facility, noting every condition that could prevent a disabled person or a person in fragile health from using the library services comfortably. Every barrier should be described, whether you have the ability to remove it or not. If you know citizens with covered disabilities ask them to come in and move through the building with you. The Kansas State Library has an ADA Compliance Coordinator who works with individual libraries on ADA Compliance Review.
4. Consider holding a well-publicized library forum for citizens dealing with or interested in disabilities covered by the ADA. Encourage open discussion on what the library can do to meet the needs of the disabled. But make it clear that the trustees and the director will make final decisions based on all available factors, including budget constraints.
5. Draft a plan that indicates what action you will be able to take for each barrier identified and when you will plan to take this action.
6. If a barrier cannot be removed, document the unreasonable expense or hardship that prevents the library from removing it. It is not sufficient to simply state that the library cannot afford to solve the problem. Actual costs and their relationship to the library budget should be part of the documentation.

7. If you have not already prepared one, draft a written plan for ADA compliance with a proposed timeline and with preliminary costs for implementation. The plan should be formally accepted by the Board and reviewed by the staff so they will be familiar with the library's plans. This plan should be kept on file and reviewed annually to see if additional barriers should be removed or additional services offered by the library.

8. If a person with a disability, or any other citizen, lodges a complaint about a barrier in the library, or about available library services, they should be referred to the director or to a specifically designated department head. The best weapons for defusing complaints are documented evidence of good faith effort or documented evidence of unreasonable expense; both delivered with impeccable courtesy. If a person making a complaint is not satisfied and threatens further action, the library should seek outside assistance as soon as possible. But keep in mind that most citizens with disabilities do not want to resort to legal action, they simply want their needs met.

ADA COMPLIANCE FOR LIBRARY FACILITIES

LIBRARY CHECKLIST

INTRODUCTION:

Kansas libraries need to have the Americans with Disabilities Act as a high priority. Kansas already has a high population of older residents and that number will be increasing rapidly. That means Kansas is bound to have a very high number of people with covered disabilities.

Covered disabilities include, but are not necessarily limited to: heart conditions, diabetes, cancer, AIDS, bad backs, impaired vision, impaired hearing, impaired mobility, impaired dexterity, impaired speech, impaired cognition. Temporarily disabled citizens are also covered by the ADA.

ADA compliance is an area of the law that is rarely in black and white but contains many shades of grey. Compliance reviews speak of fair compliance, good compliance, fullest compliance and other terms that are somewhat relative.

The disability community has usually been reasonable in understanding that neither libraries nor their parent governments have unlimited funds. Undue hardship can be documented in many cases as a reason for non-compliance. But a library that has no plan for developing their ADA compliance and shows no evidence of good faith effort is inviting criticism that might escalate into legal problems. A library building program that does not result in full barrier-free access makes the library very vulnerable to legal problems.

PARKING:

A library that has less than 25 parking spaces needs one handicapped parking space, but it must be van-accessible. That means a parking space 8 feet wide plus an aisle 8 feet wide. The parking space must be on a level, hard surface with a vertical sign and a curb cut. It must be as close to the library entrance as possible. If you have more than 25 parking spaces, but less than 50, you must have two handicapped parking spaces. However, two parking spaces may share a common access aisle.

EXTERIOR SIGNAGE:

The library should have clear, large, exterior signs that can be read from the street even by people with impaired eyesight. One of these signs should be a yard sign, since pediment signs are usually above eye level. Another common problem with exterior signs is lack of sufficient contrast.

The library hours should also be posted on an exterior sign with print as large and clear as possible.

MAIN ENTRANCE:

The path to the main entrance should be hard-surfaced, smooth surfaced, barrier-free and at least 36 inches wide, with no slope greater than a one inch rise in a 20 inch run.

The door should have a clear opening of 36 inches. Automatic doors are not required in small libraries but excessively heavy doors should be regarded as a barrier. The door should have some sort of push-type handle rather than a twist-type handle. Doorway thresholds should be no more than 1/4 inch high but these can usually be ramped.

A library that serves more than 5,000 people should have an automatic door opener.

Exterior steps are a serious problem that cause a library to be regarded as barrier-rich.

Book returns should always be placed in a barrier-free location.

RAMPS:

If a ramp is necessary to access the building, it should have a maximum rise of 1 in 12 (a one inch rise to a twelve inch run).

There can be no run greater than 30 feet without a level platform. A level platform at the doorway is required and it must be a minimum of five feet by five feet. Ramps should be equipped with railings and guard curbs.

MULTI-LEVELS:

A patron should be able to access all areas of the library. If necessary, non-public services can be transferred to non-accessible areas but this will not be considered full compliance.

Any new construction that involves multiple levels requires an elevator. A lift is acceptable only in a very small library. Chair lifts are not acceptable compliance.

Stairs should be 36 inches wide with risers no more than 11 inches high. There should be handrails on both sides. Stairs are a legal back-up to elevators and lifts in all public libraries.

FLOORS:

Ripples, edges or worn places in the carpet are a hazard to uncertain footing and should be repaired or eliminated.

A carpet for a library should not have a busy pattern that could cause dizziness or difficulty for those who have mobility impairments.

Open drains in restroom floors can be a hazard if they are deep or loosely covered.

Cords across the floor can pose an unintended hazard and should be eliminated as much as possible.

Too many toys on the floor in a children's department can pose an unintended hazard to those with impaired vision or impaired mobility. It is best if the children's play area is contained in some way, so clutter does not spread to path areas.

LIGHTING:

Library lighting should be as strong as possible in all areas. Lighting should be glare-free and uniform. Lighting should run across the stacks rather than parallel to them, although this cannot always be corrected.

A review of lighting for ADA compliance is NOT a review of lighting codes. Rather, it is an assessment of whether the lighting needs to be strengthened or supplemented before the collection can be easily used by someone with visual impairment. Dark shades in the paint, carpet or shelving can sometimes weaken the available lighting.

Paint shades in white, cream, ivory, yellow or pale peach can assist library lighting. Blue and green shades and dark paneling will steal the available lighting. Light colored carpet will also aid the library's lighting.

Lighting in library restrooms is frequently not strong enough to serve the visually impaired.

CIRCULATION DESK:

A new circulation desk must include a lower section for the use of children and disabled patrons. This section should be no more than 36 inches high. If a tall circulation desk cannot be restructured, a small table nearby should be used for supplementary service when needed.

PUBLIC ACCESS CATALOGS AND COMPUTER STATIONS:

An accessible catalog should be considered a top priority since it is essential to library service. The top of a card catalog should be no more than 48 inches off the floor and there should be a 36 inch clear space around it. Card catalog drawers should have the largest and clearest print possible.

Public catalog access stations and Internet access stations should be used in the seated position unless there are more than three of them. Larger libraries should have mix of higher and lower stations.

Public catalog and computer stations should offer the option of increasing the print size. Chairs for computer work stations should be comfortable and easy to use.

FURNITURE:

There should be a clear passage of at least 40 inches between sets of study tables and/or carrels. Tables should have a 27 inch high clearance, a 19 inch deep knee clearance and a surface height of 18-24 inches.

Many libraries have such a severe lack of space that the clear passage space cannot always be observed. But every library should make sure that at least one table could be reached and used by a wheelchair user.

READING AREA:

The library should have comfortable chairs, in addition to study tables. These should be armchairs to facilitate mobility. An end table should serve each armchair. The area should have good lighting for easy reading. Usually the reading areas are placed near magazines and newspapers or new books.

PERIODICALS:

The top row of periodicals should be no more than 50 inches above the floor. Most library periodical shelving is higher than this. It is strongly recommended that the top shelf not be used, if possible. If the periodical shelving must be high, there should be a sign advising library users to ask for any needed assistance.

Besides periodical shelving that is too high, many libraries have periodicals that are not well arranged or do not have large, clear signage. These are also barriers to effective use. Periodical names should be three inches high.

REFERENCE:

It is preferable, although not legally specified, that ready reference materials be in half height shelving. If the reference collection is in full height shelving, the reference staff needs to be fully aware of their responsibilities to disabled citizens.

STACKS:

Stack areas should have aisles of at least 36 inches. The perimeter aisle around the stacks should be 40 inches. If there is no stack perimeter and one cannot be created, the aisles should be 42 inches. There is no legal limit on stack height but if the library must use extra tall shelving, there should be plenty of stools and signs advising patrons to ask for any needed assistance.

A common problem with stacks in public libraries is that the legal clear space gets blocked with furniture or other intruding objects. A conscious effort should be made to leave the legal clear space unimpeded.

Stack signs should be at least three inches high and with excellent contrast. White on black, navy or chocolate is considered much more visible than black on white.

INTERIOR SIGNAGE:

The library should have clear, large signs with maximum contrast directing people to departments, restrooms, elevators, stairs, meeting rooms, public service desks, exits, emergency exits and specific collections. White on black, navy or chocolate is considered the best contrast. Department and Collection signs should be at least five inches high.

Stack signs should be large enough for people to read with impaired vision. Three inches is considered a reasonable compliance. Stack signs should contain an accurate and up-to-date combination of Dewey and print information that will pilot people easily through the stacks.

Inadequate signage is the most common citation in ADA compliance reviews. Good signage is not only an ADA issue, but is a key element in making a library welcoming and easy to use.

COLLECTIONS:

The more residents a community has that are elderly and/or disabled, the more emphasis the library should place on large print materials, videos and audiobooks. Many small libraries are supplied with rotating collections of large print books. The Kansas Talking Books Service should be visibly marketed in public service areas and supplied to eligible library users.

It is preferable, though not legally mandated, that reference collections should be in half-height shelving. Signage for reference stacks should be as clear and informative as possible and the department should be clearly identified with a large sign.

There should be good signage for all special collections.

Large print copies of articles or other brief materials should be supplied upon request.

Few small libraries can afford Braille materials but they still have an obligation to supply such materials through interlibrary loan when they are requested.

WATER FOUNTAIN:

Water fountains in libraries should be low. If the library has a full-height water fountain, the addition of a water cooler and a cup dispenser will bring the library into good compliance. Cup dispensers are often recommended, in any case, because difficulty in swallowing can be a covered disability.

TELEPHONE:

The top of a public service telephone should be no more than 48 inches above the floor. The rapid growth of cell phone use has gradually made telephone compliance a less urgent issue. Many small libraries also allow library users to make very brief use of an accessible staff phone.

COPIER:

The copy plate of a copier should be no more than 36 inches off the floor. Most library copiers are in compliance.

RESTROOMS:

The path to a public restroom should be barrier-free and 36 inches wide. The doorway should have a 36 inch clear space. The doors should be push-type or have push-type handles.

A single service restroom should have a clear space of at least five feet by five feet. Five feet by eight feet is considered fullest compliance.

A multiple service restroom should have one handicapped stall. The entrance to the stall should be at least 36 inches wide and should have a clear space of at least five feet by five feet.

All toilet commodes should be equipped with grab bars at the side and back. These should be no more than 36 inches above the floor. The back grab bar should be 36 inches long and the side grab bar should be 42 inches long. The paper dispenser should have continuous paper delivery.

All restroom fixtures should be less than 48 inches off the floor, including mirror, soap dispenser and towel rack. Sink faucets should have push-type handles rather than twist-type.

Pipes should be covered or wrapped to prevent burns. This is considered a child safety issue as well as an ADA issue.

The restroom should be strongly lighted. A visually impaired person should be able to refresh make-up or replace a contact lens. White or yellow paint can help correct weak lighting. Blue and dark tan have a tendency to drain light.

The mirror should be as large as possible and strongly lighted. A mirror shelf is recommended for fullest compliance.

The restroom door should carry both verbal and pictorial signs. However, it should not carry the symbol for barrier-free access unless the restroom is truly in very good compliance with the law.

For small libraries, it is better to have a unisex restroom than to have one that is in poor compliance with the ADA. If the library serves more than 5,000 people, however, this would not be considered good service.

Restroom compliance is a common problem for small libraries and older libraries. Some of these problems cannot be solved without a remodeling program. But minor compliances, such as grab bars, correct fixtures and strong lighting, should be put in place. Problems that cannot be solved without undue hardship should be carefully documented.

MEETING ROOMS:

The library meeting room should have directional signage, a large door sign and a door clearance of at least 36 inches wide.

Most library meeting rooms do not have serious problems when they are empty. The most common problem is inadequate lighting. Side and center aisles should be 40 inches wide when audience seating is in place. There should be one wheelchair space for every twenty-five seats and this should be placed with an excellent view of the front of the room.

Microphones should be used for every program that has an audience of more than twenty-five people. Signers should be supplied when requested, unless this is clearly an undue hardship.

Water should be available at all meetings and programs, whether refreshments are served or not. There are no formal regulations in regard to refreshments, but it is best to avoid very spicy or very hard food.

OUTREACH:

Outreach service to those in residential institutions and to the homebound should be offered. If outreach service cannot be offered, undue hardship should be documented.

Larger libraries often have a staff member who works with outreach. Small libraries often need to find an effective volunteer to handle such a program.

Generally, the rule is that the less accessible the library is to the public, the more important outreach becomes.

Outreach is often very poorly marketed to the public, even when it is available. The library should try to have enough resources devoted to outreach to make it possible to market the program.

EMERGENCY PREPAREDNESS:

Emergency preparedness is considered an ADA issue because the library staff is responsible for library users during an emergency, whether they are able-bodied or disabled. A library that does not have written procedures for emergencies and a staff effectively trained in using these procedures cannot be considered in good compliance with the ADA.

There is information in the Kansas Public Library Policy Manual to help libraries create an emergency preparedness plan. System consultants can also help with this project.

New staff members and new board members should be given a copy of the library's emergency preparedness plan. All staff members and volunteers should read and sign off on it once a year.

All public libraries should have portable fire extinguishers. Even small libraries usually need three of them. The staff members should be trained in their use.

Public libraries should also have smoke alarms, though small libraries may use the same kind as used in private homes.

All public libraries should have a second exit that can serve as an emergency exit. The emergency exit should have a large sign and the path to it should be kept clear. The exterior of the emergency exit should have a handrail to help people get away from the building quickly and safely.

All public libraries should have a battery operated radio, powerful flashlights and extra batteries. These should be checked every six months. Blankets and bottled water are also good supplies to have, especially in larger libraries.

All public libraries should have a procedure for severe weather. If the library doesn't have a lower level, library users should be directed to a nearby building, to a restroom without windows or to a central, protected part of the building.

STAFF PROTOCOLS:

Library staff should be trained in impeccable courtesy to those who are disabled, in fragile health or elderly. This training can be handled through a written staff manual, but staff should have to sign an agreement that they have read and understood it. Training for staff is also available from the systems, the state library and sometimes from the municipality.

Staff and volunteers should be advised of the following:

When a library user is accompanied by a caregiver, communication should still be addressed to the library user, if possible. He or she should not be ignored.

When speaking to a hearing-impaired person, the staff member should not only speak clearly but make sure they are facing the person.

A person with speech impairment may be asked, politely, to write their request, but only after an honest attempt has been made to understand what the library user is saying.

Visually impaired persons should be escorted to the service they need. Even in a small library, pointing is rarely helpful.

A wheelchair is considered part of the user's body and should never be touched without permission. A wheelchair user should be asked if they need assistance only when the situation clearly warrants.

If it is feasible, the staff member should sit down when talking with a person in a wheelchair.

Persons with mobility impairments should not be hurried. A staff member may ask if he or she can retrieve something or write something down, if the library user seems to be having difficulty.

Under Kansas law, all service dogs can go wherever their masters go. A service dog can be complimented or admired, but it should never be petted or spoken to directly while it is on duty.

It is good practice to allow service dogs in training to examine the library, although it is not legally mandated.

Disfigured persons and amputees should be neither stared at nor avoided. A conscious effort should be made to treat them with standard courtesy.

Any person complaining about the library's ADA compliance, or any barrier to using the library, should be treated with impeccable courtesy. There should be an understood procedure that they will be referred to someone who is trained to help them. This is usually either the library director or the library's designated ADA coordinator.

APPENDIX B

PHYSICAL FACILITY STANDARDS: FIGURING SPACE NEEDS

Physical Facility Summary of Standards Assumptions

Physical facility standards for the various library service levels were largely developed by applying the principles contained in *Public Library Space Needs: A Planning Outline*, by Anders C. Dahlgren, Bulletin No. 8210, Wisconsin Department of Public Instruction, 1988. This document defines six broad types of library space: collection space, user seating space, staff work space, meeting space, special-use space, and non-assignable (including mechanical) space. It describes the process for estimating space needs as involving the following steps:

1. Identify the library's projected service population, known as the design population. Determine projected population figures using a 20-year planning timeframe.
2. Estimate the number of items the library will need in its collection to meet future service requirements and identify how much floor space is needed to house that projected collection.
3. Estimate the number of seats the library will need to accommodate in-house use of the collection and how much floor space these seats will require.
4. Estimate the number of staff work stations that will be necessary to support the staff's projected routines and how much floor space they will require.
5. Estimate the type and capacity of meeting rooms that the library will need and how much floor space these will require.
6. Calculate an allocation for miscellaneous public- and staff-use space.
7. Calculate an allocation for vestibules, furnace rooms, restrooms, and other types of non-assignable space.
8. Assemble the estimates for the six types of space into an overall estimate of space need.

Dahlgren notes that projected space needs design and allocation is important in physical facilities planning, but is by no means the only consideration. One should also look at energy efficiency and the condition of heating, ventilating and air conditioning systems, accessibility for those with disabilities, adaptability to meet the electrical and telecommunications needs for emerging technologies, and the general effectiveness of work flow.

Below are reproduced the user seating schedule and space needs worksheet from *Public Library Space Needs: A Planning Outline*. These tools will help with the calculation of a library's projected overall space need.

USER SEATING SCHEDULE

<u>Population</u>	<u>Seats per 1,000 population</u>
2,000	12.5
4,000	10.0
8,000	7.0
15,000	5.0
25,000	4.0
50,000	3.0
100,000	2.0
500,000	1.0

PARKING SPACE FORMULA

User Parking - 1 space per 300 sq. ft. of building

Staff Parking - 1 space per .75 FTE staff

Required Parking Area - 350 sq. ft. per space

ADA Parking Requirements - see Department of Justice, *Code of Federal Regulations*, 28 CFR Part 36, revised as of July 1, 1994.

APPENDIX D

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