

# TENNESSEE STANDARDS for PUBLIC LIBRARIES

in the Regional Library System



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Secretary of State Tre Hargett

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Tennessee State Library and Archives



## Table of Contents

### Introduction

<a href="#">Using This Document</a>	2
-------------------------------------	---

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### Tennessee Standards for Public Libraries

<a href="#">Governance</a>	3
----------------------------	---

---

<a href="#">Planning</a>	5
--------------------------	---

---

<a href="#">Budget</a>	6
------------------------	---

---

<a href="#">Collection</a>	7
----------------------------	---

---

<a href="#">Technology</a>	8
----------------------------	---

---

<a href="#">Personnel</a>	10
---------------------------	----

---

<a href="#">Community Relations</a>	12
-------------------------------------	----

---

<a href="#">Services</a>	13
--------------------------	----

---

<a href="#">Facility</a>	15
--------------------------	----

---

### Appendices

<a href="#">Standards Overview Checklist</a>	16
--	----

---

<a href="#">Policy List</a>	22
-----------------------------	----

---

<a href="#">Budget Report</a>	27
-------------------------------	----

---

<a href="#">Image Evaluation</a>	28
----------------------------------	----

---

<a href="#">Library Facility Guidelines</a>	32
---	----

---

<a href="#">Minimum Bandwidth Speeds</a>	34
--	----

---

<a href="#">Library Staff Core Competencies</a>	35
---	----

---

### Other

<a href="#">Further Reading</a>	37
---------------------------------	----

---

<a href="#">Glossary</a>	44
--------------------------	----

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## **Introduction**

Public library standards provide specific criteria by which libraries can be measured and evaluated. They provide focus and direction for action and accountability within local library communities. The newly revised 2018 *Tennessee Standards for Public Libraries* should be beneficial to all public libraries in the Tennessee Regional Library System and the people they serve.

This manual is intended to be used as a self-evaluation tool. Library board and staff members are encouraged to familiarize themselves with the standards and should adopt them as both assessment and planning tools to meet local needs. We recommend that library boards and staff periodically review and discuss their library's progress in meeting the standards. The Tennessee State Library & Archives may leverage grant funds and other advantages to encourage libraries to meet these standards. Library & Archives staff through Tennessee's nine regional libraries is prepared to assist public libraries in using this manual to its fullest potential.

The *Tennessee Minimum Standards for Non-Metropolitan Libraries* was first developed in 1988-1989. Revisions were subsequently completed in 1996, 2003, and 2014. The 2018 revisions were conducted by a thorough review of the standards by the Library & Archives.

## **Using This Document**

- Library boards and staff will periodically review and discuss their library's progress in meeting the standards, with assistance of regional staff.
- Tennessee public library standards will be reviewed and revised as needed.
- Libraries should strive to meet the standards for their level. Once achieved, the library is encouraged to work toward the standards of the next higher level.
- The Standards are intended to be cumulative, with each level expected to achieve all standards for the levels prior. For example, a Level III library would be expected to meet the Standards for all levels, Levels I, II, and III.
- Branches of library systems are encouraged to either be included in the system's review of the standards or conduct an individual review with the level being determined by the city or area population.
- The library can also use this document to plan staff training on applicable topics.
- Libraries should consider standards when formulating new policies, policy revisions, or budget requests.

The achievement of a standard at one or more levels above a library's own level is construed to be a level of excellence.

## Standards for Governance

### All Levels:

1. Library is legally established in accordance with the Tennessee Code Annotated 10-3-101.
2. County or municipal library boards are appointed by their respective legislative bodies under authority of Tennessee Code Annotated 10-3-101 and 10-3-103.
3. The county/municipal library boards are the governing bodies of the public library and shall operate under bylaws.
4. Bylaws include:
  - a. Provisions for the number of board meetings per year;
  - b. Number of board members;
  - c. Staggered terms;
  - d. Rotation of officers;
  - e. What constitutes a quorum;
  - f. Ex-officio board members (if applicable);
  - g. Regional board members.
5. Bylaws are reviewed every 3 years.
6. Bylaws and revisions are filed with the regional library.
7. Library board has written policies for the library that are reviewed every other year by the board and revised when necessary.
8. Essential policies are as follows, but are not limited to<sup>1</sup>:
  - a. Personnel;
  - b. Circulation;
  - c. Technology use;
  - d. Collection development;
  - e. Facilities and meeting space use;
  - f. Confidentiality of library records<sup>2</sup>;
  - g. Social media;
  - h. Inclement weather.
9. The library staff provides a report in order for the library board to regularly review and evaluate the effectiveness of the library's technology training, online resources, outreach activities, and community partnerships<sup>3</sup>.
10. At least one library board member has either advanced technology skill or work experience in a technology-related field.

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<sup>1</sup> For a full list of policies that your library may have, please refer to page 22.

<sup>2</sup> TCA 10-8, <http://www.lexisnexis.com/hottopics/tncode/>

<sup>3</sup> For more information and examples, please refer to the Standards Toolkit, <http://sostngovbuckets.s3.amazonaws.com/tsla/libraries/Toolkit%20and%20Standards.pdf>

11. All board members have an active e-mail address that can be used to distribute information.
12. At least one board member sits on the board of a community service organization.
13. Library posts all required federal and state law compliance notices<sup>4</sup>.
14. Library board establishes a job description that outlines the qualifications and duties for a library director.
15. The library board fulfills the responsibility of hiring a qualified library director for the administration and daily management of the library.
16. Library board conducts an annual performance evaluation of the library director.
17. The board functions as a policy-making and oversight body, and entrusts the director and staff with the day to day management of the library.
18. The director hires and supervises library staff, including branch managers.
19. Library board follows the Tennessee Public Meetings Law, TCA 8-44-101 through 8-44-111.<sup>5</sup>
20. Minutes are kept for each meeting.
21. Current minutes are publicly posted online.
22. Library board meets a minimum of 6 times a year.
23. By the end of their first year, all library board members will have completed the Tennessee Trustee Certification Program.
24. A minimum of one member of the library board attends a Trustee Workshop each year.

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<sup>4</sup> Compliance notices are available at: <https://www.tn.gov/workforce/general-resources/major-publications0/major-publications-redirect/posters-redirect/required-posters.html>

<sup>5</sup> TCA 8-44-101 through 8-44-111, <https://www.comptroller.tn.gov/openrecords/pdf/open%20meetings%20draft8-44-101.pdf>

## Standards for Planning

### All Levels:

1. Library has a statement of its mission.
2. Library has a statement of its vision.
3. The library board reviews the mission and vision statement every 3 years.
4. Library has a written long range plan (i.e. plan of goals and objectives), which is used to make management and organizational decisions.
5. Included in this plan are:
  - a. Branches (if applicable);
  - b. Technology;
  - c. Emergency planning;
  - d. Advocacy.
6. The library board and library staff review the Long Range Plan and its progress annually.
7. The library uses a variety of indicators and measures to determine if the library is meeting the community's needs.<sup>6</sup>

### Levels IV-V:

1. Library tracks key measures about public technology services for planning purposes. The following metrics are tracked on an ongoing basis:
  - a. Number of hours public computers and other devices are in use by patrons;
  - b. Number of attendees in technology classes;
  - c. Average wait times for public computers and other devices;
  - d. Number of wireless sessions;
  - e. Number of one-on-one technology help sessions.

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<sup>6</sup> Indicators may include surveys, usage statistics, staff observations, patron comments, focus groups, etc.

## Standards for Budget

### All Levels:

1. Annual library appropriation from local government sources meets or exceeds appropriation of the preceding year and the annual library expenditure of local funds meets or exceeds the expenditures of the preceding year (Maintenance of Effort).
2. The board and director prepare a written and itemized annual budget.
  - a. The board requests adequate funding to enable the library to meet the Public Library Standards.
  - b. If the library does not currently meet the standards for staffing, hours open and funding for collections, the amount of additional local appropriation necessary to meet the standards is calculated. That information is shared as part of the library's budget request to local government(s)<sup>7</sup>.
  - c. Library financial records are audited annually by the governing agencies or an independent auditor.
3. The board reviews line item budget and spending at each board meeting.
4. All library funds are established and managed in accordance with Governmental Accounting Standards Board (GASB) 54 guidelines where applicable.<sup>8</sup>
5. Sufficient local government appropriations are budgeted to provide salaries and benefits that are comparable to county/municipal positions with similar requirements<sup>9</sup>.
6. The library board requests budget amendments according to local guidelines when needed to ensure expenditure of budgetary funds.
7. Members of the board present the library budget at local funding body meetings.

### Level I – III:

1. 10% of local appropriations are budgeted for materials.

### Level IV - V:

1. 15% of local appropriations are budgeted for materials.

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<sup>7</sup> Samples can be found in the online Standards Toolkit, <http://sostngovbuckets.s3.amazonaws.com/tsla/libraries/Toolkit%20and%20Standards.pdf>

<sup>8</sup> Governmental Accounting Standards Board Statement No. 54, <http://www.gasb.org/st/summary/gstsm54.html>

<sup>9</sup> Information can be found at the Municipal Technical Advisory Service (MTAS), <http://www.mtas.tennessee.edu>, or at the County Technical Assistance Service, <http://www.ctas.tennessee.edu/>

## Standards for Collection

### All Levels:

1. A holdings line is created for each item in the library's collection in the statewide Tennessee Union Catalog.
2. A bibliographic record is created for each title in the library's collections in the statewide Tennessee Union Catalog if one does not already exist.
3. All bibliographic records for materials added to the library collection are updated in the statewide Tennessee Union Catalog at least quarterly.
4. A complete update of all bibliographic information for the library is uploaded to the statewide Tennessee Union Catalog at least once annually.
5. The collection development policy addresses digital collections.
6. The collection is weeded in accordance with Continuous Review, Evaluation, and Weeding (CREW) guidelines:<sup>10</sup>
  - a. Weed at least: 5% of the physical collection.
  - b. Add at least: 5% to the physical collection.
7. The turnover rate for use of physical collections is calculated and compared to the prior year annually as a method to evaluate use and relevance of the collection.
8. Library collection includes at least 2 items per capita. Items may be physical or locally owned digital materials.

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<sup>10</sup> *CREW: A Weeding Manual for Modern Libraries*, <https://www.tsl.state.tx.us/ld/pubs/crew/index.html>

## Standards for Technology

### All Levels:

1. All library staff demonstrate basic computer literacy, including:
  - a. The ability to navigate the basic operational software, including the Integrated Library System (ILS);
  - b. The ability to navigate productivity software necessary to complete core work functions, including word processing and simple spreadsheets;
  - c. The ability to navigate search engines and browsers;
  - d. The ability to send and receive email;
  - e. An understanding of basic computer terminology;
  - f. A working knowledge of hardware and peripherals (monitors, printers, keyboards, touchscreens, etc.).
2. Library has a dedicated Internet connection with adequate bandwidth<sup>11</sup> to support public demand, at the minimum speeds stipulated in the chart in Appendix VI, as demonstrated by speed tests.
3. Library has free wireless local area network access to the public.
4. Wireless Internet access extends to all public areas of the library building.
5. Wireless Internet access extends to all public areas of the library property.
6. Each Internet workstation includes protective software and office productivity software (e.g., word processing, spreadsheets, and presentations), and a PDF reader.
7. Library has adequate Internet workstations so patrons have access to a computer with a wait time of 30 minutes or less under normal conditions.
8. Internet workstations include patron ability to retrieve and store data to portable devices.
9. Library has a web presence including one-click access to TEL and R.E.A.D.S., with information about library programs and activities as well as library contact information.
10. Library has one staff member assigned to website development and social media.
11. Library website content, including links, is reviewed monthly.
12. Library uses an automated circulation system and online public access catalog for remote patron use.
13. Library has a designated phone line and responds to calls from the public.
14. Library policies and procedures ensure privacy and security of patron data.
15. A lockdown software program is installed on public computers, which clears online session data from public computers.
16. Library staff has access to technology support services.
17. Library has a technology plan that addresses improvement and replacement schedules.
18. The technology plan is reviewed and updated annually by the board, identifying the costs of needed upgrades for budget purposes.
19. Library has at least one ADA accessible computer workstation.<sup>12</sup>

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<sup>11</sup> A definition of Broadband was released by the FCC in 2015, defining it as 25Mbps download and 3Mbps upload. <https://www.fcc.gov/reports-research/reports/broadband-progress-reports/2016-broadband-progress-report>

20. The library staff is empowered to extend public computer sessions, assuring adequate time for patrons to complete tasks.
21. Library provides equipment for public to scan documents into digital formats.
22. Library has a public access copier.
23. Library has a public fax service.

#### Level III:

1. Library has a dedicated area for technology training.
2. Library has one or more specialized computer workstations for children.
3. Library provides at least one public computer workstation in a space that allows for privacy for conducting personal transactions on-screen.
4. At least one public computer is equipped for use by the visually impaired.
5. Public computer sessions are timed and managed by session management software.
6. Library offers color printing to the public.
7. Library has Wi-Fi hot spots to circulate to the public.
8. Presentation equipment (e.g. laptop, digital projector, microphone) is available for public use within the library.

#### Levels IV:

1. Website usage statistics are reviewed and analyzed quarterly.
2. At least one Internet workstation is equipped with multi-media editing software.
3. Wireless printing is available for public use.
4. Library provides self-service copy machines for public use.
5. Library maintains spare computers to switch out downed devices with operational hardware within a business day.

#### Level V:

1. Library provides at least one public computer room designed to permit virtual communication in a private setting.
2. Video conferencing equipment is available for public use.
3. Computers or mobile devices with extended session periods are available within the library.
4. Website and social media are reviewed and updated daily.
5. Online public access catalog and library website are optimized for mobile devices.

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<sup>12</sup> Americans with Disabilities Act, <http://www.ada.gov/>

## **Standards for Personnel**

### All Levels:

1. All library staff have written job descriptions.
2. Job descriptions and annual evaluations for public services staff include technology competencies and responsibilities, and related performance.
3. Library staff are provided the same benefits as other employees of the local government funding body.
4. All library staff complete the library staff core competencies within the first year of employment.<sup>13</sup>
5. All library staff complete the following number of hours of training annually, based on their position:
  - a. Administrative staff, including library directors and administration will receive a minimum of 25 contact hours of library related training annually, of which at least 20 hours will be regionally or state sponsored.
  - b. Paid staff working 20 hours or more per week will receive a minimum of 10 contact hours of library related training annually, of which at least 5 hours are regionally or state sponsored.
  - c. Paid staff working 19 hours or less per week will receive a minimum of 5 hours of library related training annually, of which at least 2 hours are regionally or state sponsored.
6. All library staff are provided work time for training.
7. The library staff is trained to use the Tennessee Electronic Library (TEL) and promotes its use to the community.
8. Within five years after being appointed, non-degreed Masters in Library Science (MLS) directors are enrolled in the Public Library Management Institute (PLMI).

### Level I:

1. The library director is paid, and works at least twenty hours per week.

### Level II:

1. Library staff consists of a Full-Time Employed (FTE) director, at least one FTE support staff, and one FTE clerk.
2. At least one staff person attends the annual Summer Reading Program Workshop.

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<sup>13</sup> A list of library staff core competencies is available on page 35.

Level III:

1. Library staff consists of a FTE library director, at least two FTE support staff, and two FTE clerks.
2. All library staff receive annual performance evaluations including plans for professional development in the coming year.

Level IV:

1. Library staff consists of a FTE MLS director and at least three FTE support staff and three and a half FTE clerks.
2. Library staff includes personnel with sufficient Information Technology (IT) expertise to maintain the library's network and public technology systems.
3. Annual goal setting for public services staff includes plans for improving technology proficiencies.

Level V:

1. Library staff consists of at least two FTE MLS librarians, one being the director, four FTE support staff including a staff person who is dedicated full time to technology maintenance and/or training, and nine and a half FTE clerks.

**Overview of Minimum Library Staff per Level**

<b>Level</b>	<b>20 hour Director</b>	<b>FTE Director</b>	<b>FTE MLS Librarians</b>	<b>FTE Computer Maintenance/ Training</b>	<b>FTE Support Staff</b>	<b>FTE Clerks</b>	<b>Total</b>
<b>I</b>	1						<b>1</b>
<b>II</b>		1			1	1	<b>3</b>
<b>III</b>		1			2	2	<b>5</b>
<b>IV</b>		1(MLS)			3	3.5	<b>7.5</b>
<b>V</b>		1(MLS)	1	1	3	9.5	<b>15.5</b>

## **Standards for Community Relations**

### All Levels:

1. Library actively partners with local schools.
2. Once every three years, an image evaluation of the library and its services is conducted by the library board or an outside party.
3. A member of the library board attends the meetings of the local funding bodies at least once a quarter, informing the commissioners or aldermen of library activities and initiatives.
4. Library issues news or press releases to local media at least quarterly.
5. Library conducts surveys at least once every three years to measure patron satisfaction with library services, including technology-based services.
6. Library has a Friends of the Library group with a Memorandum of Understanding.
7. The library's Long Range Plan addresses the issues of community relations and public awareness.

### Level II:

1. A library representative is prepared and available to speak to community groups about library services and programs, including technology topics.
  - a. At least one such speaking engagement is conducted annually.
2. The library establishes a working partnership with at least one other community group beyond local schools to enhance library service.

### Level III:

1. Library provides information to the public on all basic health and human services programs available in the community.
2. Library representative establishes and maintains working relationships with community groups, including local workforce development and health and human services agencies.
3. The library has a structured plan for recruiting, training, and using volunteer help.

### Levels IV:

1. Library has a community relations plan.
2. Library provides funds for publishing and distributing materials about the library.

### Level V:

1. A public library foundation is legally established to fund special projects.

## **Standards for Services**

### All Levels:

1. Library participates in statewide interlibrary loan through the statewide courier.
2. Library provides programming for children on a regularly scheduled basis.
3. Library policy provides for non-resident use of library materials and technology.
4. Library provides basic information and referral services.
5. Library is open a minimum of 20 hours per week, including evening or weekend hours.
6. The library hosts at least one TEL training session for the public and staff annually.
7. Library provides one-on-one technology help for patrons on demand for at least 10 minute sessions.
8. The library provides activities for a summer reading program.

### Level II:

1. Library provides quarterly public digital literacy training on one or more of the following topics:
  - a. Basic computer skills;
  - b. Office productivity software (e.g., word processing, spreadsheets, presentations);
  - c. Internet use (search and navigation);
  - d. Privacy and security;
  - e. Library resources (including R.E.A.D.S. and TEL);
  - f. Social media;
  - g. Multi-media (e.g. photo, video, audio).
  - h. Mobile devices.
2. Library offers space and/or devices to community organizations for technology-related training.
3. Library is open 35 hours per week, with evening or weekend hours.

### Level III:

1. Library provides programming for young adults, adults, and seniors.
2. Library provides full reference services, including standard print and online reference sources and staff assistance in locating additional materials online.
3. Library is open 45 hours per week, with evening and weekend hours.
4. Library has a Teen Advisory Board (TAB).
5. A TAB representative provides a quarterly report to the library director.

### Levels IV:

1. Library provides programming for all ages.
2. Library is open 55 hours per week, with evening and weekend hours.

3. Library provides monthly public digital literacy training on two or more of the topics listed in Level II, item 1.

Level V:

1. Library is open 60 hours per week, with evening and weekend hours.
2. Library provides public digital literacy training at least twice per month. Over the course of a year, training is provided on all of the topics listed in Level II, item 1.
3. One-on-one training is available for patron-owned devices.
4. Library provides one-on-one technology help for patrons by appointment for at least 30 minute sessions.
5. Library maintains a collection of technology devices for loan for staff development and programming purposes.

## **Standards for Facility**

### All Levels:

1. Library facility is ADA-compliant.<sup>14</sup>
2. Library has an emergency/disaster preparedness plan.
3. Library emergency plan includes provisions to open the library when possible during a local or national disaster.
4. Library emergency plan is coordinated with local emergency management agencies.
5. Library space is at least 2,500 square feet or 0.5 square feet per capita, whichever is greater.
6. Library provides ample space for tables and chairs set up for collaborative use by patrons.

### Level II:

1. Library provides meeting space for community use.

### Level IV – V:

1. Library provides study rooms where users can talk as they work together.

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<sup>14</sup> Americans with Disabilities Act, <http://www.ada.gov/>

## Appendix I

### Standards Overview Checklist

*For your library level, check which standards that your library meets. While the greyed out sections denote that is not a standard for that particular level, you may still check it if your library meets that standard.*

<b>Governance</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Legally established (TCA 10-3-101)					
Boards appointed (TCA-3-101, 10-3-103)					
Board has bylaws					
Bylaw elements in place					
Bylaws reviewed every three years					
Bylaws and revisions filed with region					
Written policies					
Essential policies in place					
Report to board on technology training, online resources, outreach, community partnerships					
One board member has technology skill or work experience					
All have active e-mail					
One board member sits on community service board					
Posted legal compliance notices					
Job description for library director					
Board hires director					
Annual evaluation of director					
Board as policy maker; director as manager					
Director hires staff					
Tennessee public meeting laws followed (TCA 8-44-404 – 8-44-111)					
Minutes kept					
Current minutes posted publicly online					
Board meets at least 6 times annually					
Tennessee Trustee Certification					
Attend Trustee Workshop					

<b>Planning</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Mission statement					
Vision statement					
Review mission/vision every 3 years					
Written long range plan					
Plan elements in place					
Plan reviewed annually					
Determine if meeting community needs					

<b>Level IV – Level V</b>					
Track key measures					

<b>Budget</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Meet Maintenance of Effort (MoE)					
Written annual budget					
Board reviews line item spending					
Funds in accordance with GASB 54					
Salaries/benefits comparable to county / municipal positions					
Budget amendments requested when necessary					
Board presents budget					

<b>Level I – Level III</b>					
10% budget for materials					

<b>Level IV – Level V</b>					
15% budget for materials					

<b>Collection</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Holding line for each record in Union Catalog					
Record created if not one in Union Catalog					
Records updated quarterly to Union Catalog					
Annual update to Union Catalog					
Collection development policy includes digital collections					
Collection weeded according to CREW					
Turnover rate calculated annually					
Collection includes 2 items per capita					

<b>Technology</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Staff demonstrate basic computer literacy					
Dedicated Internet connection with adequate bandwidth					
Free wireless for the public					
Wireless access extends throughout the library building					
Wireless access extends throughout the library property					
Workstations have protective and productivity software					
Adequate Internet workstations					
Patrons can use portable storage devices					
Web presence including one-click access to TEL and R.E.A.D.S.					

1 staff member assigned to website development and social media					
Website content reviewed monthly					
Library uses automation system					
Library has designated phone line					
Policies and procedures ensure privacy and confidentiality					
Lockdown software is used					
Staff have access to tech support					
Library has technology plan					
Technology plan is reviewed annually					
Library has at least one ADA-compliant workstation					
Staff can extend computer sessions					
Scanning equipment provided					
Library has public access copier					
Library has public fax service					

<b>Level III</b>					
Dedicated area for technology training					
Specialized children's workstation					
Space provided allowing for privacy					
At least 1 workstation for the visually impaired					
Session timed by session management software					
Color printing service for the public					
Wi-Fi hot spot circulation to the public					
Presentation equipment available for in house use by the public					

<b>Level IV</b>					
Website usage statistics are reviewed quarterly					
At least 1 workstation has multi-media editing software					
Wireless printing available to public					
Provide self-service copy machine for public use					
Spare computers maintained to switch out					

<b>Level V</b>					
Room available for private virtual communication					
Video conferencing equipment available for public use					
Computers or mobile devices available for extended sessions					
Website and social media reviewed and updated daily					
Online catalog and website optimized for mobile devices					

<b>Personnel</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
All staff have written job descriptions					
Job descriptions and evaluations include technology skills					
Staff provided same benefit as other local government employees					
Staff complete competencies within 1 year of employment					
Staff complete hours of training					
Work time provided for training					
Staff trained to use and promote TEL					
Non-MLS directors will attend PLMI within first 5 years of employment					

<b>Level I</b>					
Library director paid; works at least 20 hours per week					

<b>Level II</b>					
FTE director; 1 FTE support staff; 1 FTE clerk					
At least 1 staff attends Summer Reading Program					

<b>Level III</b>					
1 FTE director; 2 FTE support staff; 2 FTE clerks					
All staff receive evaluations					

<b>Level IV</b>					
1 FTE Director; at least 3 FTE support staff; 3.5 FTE clerks					
Staff includes personnel with IT expertise					
Annual goal for staff includes improving technology proficiency					

<b>Level V</b>					
2 FTE MLS librarians; 4 FTE support staff including 1 dedicated to tech maintenance; 9.5 FTE clerks					

<b>Community Relations</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Active partner with local schools					
Image evaluation every 3 years					
Board member attends local funding body meetings once a quarter					
News or press releases released once a quarter					
Patron satisfaction surveys conducted every 3 years					
Friends of the Library group					
Long Range Plan addresses community relations					

<b>Level II</b>					
Speak to community groups					
Partnership with community group					

<b>Level III</b>					
Health and human service information provided					
Working relationship with community groups maintained					
Structured volunteer plan					

<b>Level IV</b>					
Community relations plan					
Funds available for publishing					

<b>Level V</b>					
Foundation is legally established					

<b>Services</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
Participate in interlibrary loan through the courier					
Programming for children					
Provide for non-resident use					
Basic information and referral services					
Open a minimum of 20 hours per week, including evening and weekend hours					
Hosts at least 1 TEL session annually					
One-on-one technology help provided					
Summer reading program					

<b>Level II</b>					
Quarterly public digital literacy training					
Offers space/devices to community organizations for training					
Open 35 hours per week, including evening and weekend hours					

<b>Level III</b>					
Programming for young adults, adults, and seniors					
Full reference services					
Open 45 hours per week, including evening and weekend hours					
Teen Advisory Board					
TAB provides quarterly report to director					

<b>Level IV</b>					
Programming for all ages					
Open 55 hours per week, including evening and weekend hours					
Monthly public digital literacy training					

<b>Level V</b>					
Library open 60 hours per week, including evening and weekend hours					
Twice per month public digital literacy training					
One-on-one training for patron-owned devices					
One-on-one help with appointment					
Technology devices available for programming					

<b>Facility</b>					
	<b>Level I</b> Under 5,000	<b>Level II</b> 5,000 – 9,999	<b>Level III</b> 10,000 – 24,999	<b>Level IV</b> 25,000 – 49,999	<b>Level V</b> 50,000 – 300,000
ADA-compliant					
Emergency/disaster preparedness plan					
Open during local or national disaster					
Emergency plan coordinated with local emergency management agencies					
2,500 sq. ft. or 0.5 sq. ft. per capita					
Space for collaborative patron use					

<b>Level II – Level V</b>					
Meeting space for community use					

<b>Level IV – Level V</b>					
Study rooms available					

## Appendix II

### Policy List

Every phase of library operation should be broadly covered by a policy. The following is a list of policies that may be relevant to your library's needs. Every library does not necessarily require every policy on the list. The list is arranged in the form of an outline to underscore how policies may relate to one another. Listed under each policy are items that may be considered and covered when making the policy.

- Mission and Vision Statement
- Library Board of Trustees Bylaws
- Long Range Plan
- Technology Plan
- Public Service, or User-Related Policies
  - Eligibility for borrowing and services
    - Resident and non-resident; TLC
    - Responsibilities of borrowers
    - Materials access policy (ex. juv., ref. material, new users)
    - Interlibrary loan
    - Programming and outreach
  - Circulation policy
    - Loan period, renewal, and overdue
    - Number of items loaned
    - Confidentiality
    - Reserved materials
    - Charges for services, fines, fees
    - Lost or damaged materials
    - Special collections
    - Audiovisual resources
    - Mobile devices & equipment
    - Wi-Fi hot spots
    - Electronic library cards
    - Digital materials
  - Reference policy
    - General reference (scope, depth, and type)
      - Services for students (proctoring)
      - Services for genealogist, guests, etc.
    - Telephone and virtual reference
  - Equipment and Internet Use Policies
    - Internet safety

- Computer Access
  - Wireless internet access (internal/external)
  - Photocopier and other equipment use (fax, scanner, microfilm reader printer, etc.)
  - Makerspace equipment
  - STEM supplies
- Facilities use policy
  - Hours of operation
  - *Americans with Disabilities Act* compliance
  - Surveillance
  - Meeting room use
  - Displays, exhibits, and bulletin boards
  - Use of grounds and outdoor spaces
  - Special Events
- Code of Conduct
  - Unattended children
  - Loitering, sleeping
  - Noise levels
  - Food and drink
  - Drugs and alcohol
  - Defacing library resources
  - Harassment
  - Weapons
  - Disruptive behavior
- Community Partnerships
  - Cooperative borrowing/lending agreements
  - Partnerships with schools and community groups
  - Friends Group & Foundation
- Public Relations
  - Public relations authority and responsibility
  - Media
  - Social media
  - Website
  - Scope and emphasis
  - Distribution of promotional materials
  - Participation of staff and trustees

- Volunteers
  - Role and responsibilities
  - Recruitment and selection
  - Duties and any limitations
  - Recognition and awards
- Collection Development Policy
  - Mission and goals with community description
  - Responsibility for selection
  - Criteria for selection and quality of materials
  - Type and various formats collected
    - Physical materials
    - Digital collections
  - Scope of collection and priorities
  - Duplication of materials
  - Collection development for age groups and special populations
  - Selection procedures and vendor relations
  - Evaluation, weeding, maintenance, disposal, replacement, and inventory
  - Textbooks and materials related to school curricula
  - Censorship, access, and challenged materials
    - Request for Reconsideration of Materials
    - Freedom to read (ALA)
    - Freedom to view (ALA)
    - Intellectual Freedom Statement (ALA)
    - Library Bill of Rights (ALA)
  - Gifts, memorials, and donations
    - Condition of acceptance of gift materials
    - Disposition of non-usable gifts
    - Acceptance of property, paintings, equipment, money, etc.
    - Acknowledgement of gifts by the library
  - Special collections
    - Local history
    - Genealogy
    - Local writers
    - Archives & Manuscripts
- Management Policies
  - General
    - Organizational authority and responsibility
    - Budgeting and purchasing

- Use of library vehicles and equipment
    - Inventory and insurance of buildings and contents
  - Personnel
    - Responsibility and authority
    - Hiring practices
  - Recruitment
  - Requirements, qualifications, and job descriptions
- Vacancies
- Appointments
- Nepotism
- Performance Policies
  - Probation period
  - Performance evaluation
  - Position classification
  - Promotion
  - Demotion
  - Transfer
  - Disciplinary action
  - Grievance
  - Personnel records
  - Termination
  - Layoffs and recall procedures
  - Outside employment/Dual employment
- Salaries and benefits
  - Pay
  - Leaves of absence (sick, vacation, family, etc.)
  - Insurance
  - Retirement
  - Pay period
  - Pay increases
  - Minimum Wage
  - Workers' Compensation
  - Harassment, Discrimination in Employment and Human Rights
  - Confidentiality of personal and health information
    - Job Safety & Health protection
    - Emergency Numbers
    - Other Federal, State and local labor laws

- Facilities
  - Acquisition and ownership
  - Administrative responsibility for facilities
  - Responsibility for building maintenance
  - Insurance and liability
  - Emergency preparedness and disaster/recovery plans
  - Inclement weather

## Appendix III

### Budget Report

This is a sample outline of a report which should be prepared for each meeting of the Library Board of Trustees. The first chart reports the budget and spending based on the library's MOE funding. The second report is for irregular income such as gifts, donations, fines, etc. and the spending from that special account. If the irregular income/spending is substantial then a line item budget breakdown for that account should be provided.

#### Budget Breakdown as of the end of the previous month:

Line Item	Budgeted Amount	Amount Spent YTD*	Amount Remaining	% Remaining
Salaries	\$0.00	\$0.00	\$0.00	0%
Benefits	\$0.00	\$0.00	\$0.00	0%
Materials	\$0.00	\$0.00	\$0.00	0%
Maintenance	\$0.00	\$0.00	\$0.00	0%
Supplies	\$0.00	\$0.00	\$0.00	0%
Utilities	\$0.00	\$0.00	\$0.00	0%
Telephone	\$0.00	\$0.00	\$0.00	0%
Programming	\$0.00	\$0.00	\$0.00	0%
<b>TOTAL</b>	\$0.00	\$0.00	\$0.00	0%

\*YTD – Year to Date

#### Irregular Income Account as of the end of the previous month:

Beginning Balance	\$0.00
Total Receipts	+ \$0.00
Interest	+ \$0.00
Total Expenses	- \$0.00
Ending Balance	\$0.00

## Appendix IV

### Image Evaluation

It has often been noted that “perception is reality” and that is certainly true regarding the physical space and operations of a 21<sup>st</sup> century library. Satisfaction with the overall library program often begins at the front door. The owners of the library, the citizens, have every right to expect a library that is well-organized, efficient, clean and even inspirational.

People may associate the library with books, but the physical space of a public library is equally as important as collections and services. Space for collections, meetings, creative activity and staff operations, as well as public restrooms, should all be carefully planned and managed.

The *Tennessee Standards for Public Libraries* recommends this exercise to be conducted once every three years. The results should be shared with the Board of Trustees, staff and other stake holders in the community. The intended purpose is for an objective observation of the effectiveness, accessibility, flexibility, cleanliness and general appearance of the library. The results of this document should be used for overall improvement of the library, budget preparation and future planning.

Evaluators could include funding bodies, policy makers, local/regional board members, volunteers or other support groups.

<b>Exterior</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Are there directional signs around town to find the library?			
Is there an exterior sign with the library’s name and hours readable from the street?			
Is the exterior sign readable after dark?			
If there is a mailbox, is it well maintained?			
If there are flag poles, are the flags in good condition and properly displayed?			
Are there adequate parking spaces?			
Are the parking spaces clearly marked?			
Is the parking lot well lit?			
Are bicycle racks available?			
Has the library been declared a smoke-free zone?			
Are the smoking receptacles well maintained?			
Are outdoor trash receptacles available for patron use?			
Is the library building in compliance with the ADA Accessibility Guidelines?			
Is the library accessible to the disabled?			
Are entrance and exit doors handicap accessible?			
Are the doors easy to use?			

<i>Please score from 1-5, with 1 being lowest and 5 being highest</i>	<b>Score</b>
Rate the overall attractiveness of the building.	
Rate the maintenance of the landscaping.	
Rate the accessibility of the book drop.	
Rate the attractiveness of the book drop.	
Rate the library’s site for potential growth and expansion?	

**Comments**

<b>Interior</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Are the displays near the entrance up-to-date and well maintained?			
Are there adequate interior directional signs?			
Are there too many directional signs?			
Are directional signs clear?			
Is the lettering legible and readable?			
Is the size of lettering consistent from sign to sign?			
Is the signage accurate?			
Do the walls need to be repaired?			
Do the walls need to be painted?			
Does the flooring need to be cleaned?			
Does the flooring need to be replaced?			
Is there sufficient lighting?			
Is the furniture comfortable?			
Is the seating arranged for optimal use?			
If there are window treatments, are they in good repair?			
If there are window treatments, are they clean?			
Does the library have proper temperature and humidity control for the comfort of the staff and patrons and protection of materials?			
Are indoor trash receptacles available for patron use?			
Are security cameras in use inside the building?			
Is there a panic button at the circulation desk that is connected to local law enforcement?			
Are the public restrooms properly identified?			
Is there a children's restroom or family-friendly facility available?			
Is there a diaper changing station in both the men's room and women's room?			
Is there a separate restroom for staff?			
Are the restrooms ADA accessible?			
Is the restroom trash can overflowing?			
Are the toilets and sinks clean?			
Do the toilets flush properly?			
Are there plenty of paper products and refills readily available?			
Is soap available?			
Are mirrors clean and streak-free?			
Does the room smell fresh?			
Is the lighting sufficient?			
Is the area under the sink lockable or inaccessible?			
Are the partitions clean and free from graffiti?			
Is the floor clean and free from trash?			

<i>Please score from 1-5, with 1 being lowest and 5 being highest</i>	<b>Score</b>
Rate the attractiveness of the main entrance.	
Rate the inside appearance of the library overall.	
Rate the overall organization of the library.	
Rate the overall cleanliness of the library.	
Rate the condition of the furniture.	
Rate the overall cleanliness of the windows.	
Rate the overall condition of the bathroom that you visited.	

**Comments**

<b>Collections</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Are book stacks arranged for optimal use?			
Does the shelving look well-maintained?			
Do the books sit at the edge of the shelf?			
Do the books need bookends to keep them from falling over?			
Is the collection on shelves that are too high?			
Is the collection on shelves that are too low?			
Are the books so crowded that it is difficult to remove one?			
Are the labels in the same place on all of the books?			
Are the labels all neatly typed?			
Are new books highlighted by a separate display in a prime location?			
Are new book displays regularly replenished?			
Are the paperbacks neat and new-looking?			
Are the paperback racks attractive?			
Should any of the paperbacks be discarded due to excessive wear or discoloration?			
Is there designated space for non-print items such as audio books and DVDs?			
Are magazines available?			
Are newspapers available?			
Does the library provide study rooms for collaborative use?			
Is there a designated genealogy room or space?			

**Comments**

<b>Displays, bulletin boards and promotional materials</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Is there a bulletin board designated for community use?			
Are the notices on the community bulletin board timely and attractive?			
Is there a posted policy pertaining toward community bulletin board usage?			
Are promotional materials that list the library phone number, hours and web page readily available?			
Do promotional materials look professional?			
Are all promotional materials up-to-date?			
Are Tennessee Electronic Library (TEL) promotional materials available?			
Are Tennessee R.E.A.D.S. promotional materials available?			

**Comments**

<b>Technology</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Are there adequate electrical outlets available to the public for charging personal devices?			
Is there sufficient space for patrons to use laptops?			
Are patrons afforded privacy while using public computers?			
Is there at least one public PC equipped with assistive technology?			
Is wireless printing available?			
Is color printing available?			

**Comments**

<b>Staff and volunteers</b>	<b>Y</b>	<b>N</b>	<b>N/A</b>
Are staff members wearing a nametag?			
Are staff members dressed professionally?			
Are staff members available and easily accessible?			
Were you greeted by a staff member?			
Are they friendly?			
Does staff provide hands-on assistance to patrons?			
Does the person at the circulation desk present the image and impression by which you want the library to be judged?			
Does staff consider requests carefully and respond appropriately?			
Do children receive the same quality of service as adults?			
Is the person answering the telephone courteous and helpful?			
Are staff members using personal devices or social media on work time?			
Is there a break room available for staff use?			
Are there lockers available for staff use?			
Do volunteers have a designated place to check in and out?			
Do volunteers have on a name tag that clearly identifies them?			

**Comments**

## Appendix V

### Library Facility Guidelines

The following statements are intended to provide library boards and staff with some general guidelines for planning and operating library buildings:

- Library facilities are readily available to all residents of the library's service area.
- Sites for library facilities are selected using generally accepted criteria for library site selection including sufficient space for expansion.
- New facilities are planned to include provision for expansion to accommodate population growth and future changes in the areas served.
- The library facility has adequate space to implement the full range of library services consistent with the library's long range plan and the standards for Tennessee public libraries.
- The library building meets applicable local and state codes, including standard building and life safety codes.
- The library building meets provisions of federal and state requirements for physical accessibility, including the ADA Accessibility Guidelines for Buildings and Facilities (ADAAG), and TCA 68-120-204(a)(2).
- Adequate and convenient parking is available to the library's patrons and staff on or adjacent to the library's site. The library should have one parking space per five hundred square feet of library space.
- The outside of the building is well lit with no areas of deep shadows using three foot candles and identified with appropriate signs of high visibility.
- Service hours are posted at all entrances.
- The entrance is clearly visible and is located on the side of the building that most users approach.
- The library has proper temperature and humidity control throughout the year for the comfort of the public and staff, and for protection of library materials.
- Interior lighting is evenly distributed and glare is avoided.
- The library has allocated space for child and family use, with all materials readily available, and provides furniture and equipment designed for children and persons with disabilities.
- The library building supports the implementation of current and future telecommunications and electronic information technologies.
- The library has public meeting space available for its programming and for use by other community groups.
- A book return is provided for returning library materials when the library is closed. After-hours material depositories are fireproof.

- The building is clean and well maintained. The library has a maintenance schedule for the site, building, and equipment, including a financial plan.
- The library building is adequately secure and provides for safe use by public and the staff.
- Emergency procedures are in place, including emergency exits and plans for their use.
- The library has a disaster preparedness plan.
- The building and contents are insured.
- At least every five years, the library director and library board complete a written space needs assessment based on the following: current space requirements; community study findings; changes in access points, services, size of collections, types of materials; and staffing levels mandated the library's plan; and space requirements resulting from implementation of the standards in this document.
- On a more frequent basis, the library director, staff, and library board review the facility to ensure efficient space utilization.
- Promote energy efficiency, use of natural daylight, waste reduction, and improvement of air quality by incorporating sustainable building features into renovations or new construction.

## Appendix VI

### Minimum Bandwidth Speeds

#### Minimum Download Speeds in Megabytes per Second per Connection

Total Number of Internet Computers (staff and public)	Minimum	Short Range Optimum	Long Range (2020)
<b>More than 200</b>	108.0	129.6	≥1,000
<b>151-200</b>	54.0	64.8	≥1,000
<b>101-150</b>	48.6	58.3	≥1,000
<b>56-100</b>	32.4	38.9	≥1,000
<b>41-55</b>	17.8	21.4	≥1,000
<b>26-40</b>	13.0	15.6	≥1,000
<b>16-25</b>	10.4	12.4	≥1,000
<b>11-15</b>	6.2	7.5	≥1,000
<b>6-10</b>	4.1	5.0	≥1,000
<b>1-5</b>	1.5	2.7	≥1,000

*Upload speeds should be a minimum of 1.5 Mbps or 33% of download speed, whichever is faster.*

#### Broadband Allocation (Download plus Upload) in Megabytes per Second per Connection

Total Number of Internet Computers (staff and public)	Minimum	Short Range Optimum	Long Range (2020)
<b>More than 200</b>	144.0	172.8	≥1,000
<b>151-200</b>	72.0	86.4	≥1,000
<b>101-150</b>	64.8	77.8	≥1,000
<b>56-100</b>	43.2	51.8	≥1,000
<b>41-55</b>	23.8	28.5	≥1,000
<b>26-40</b>	17.3	20.7	≥1,000
<b>16-25</b>	13.8	16.6	≥1,000
<b>11-15</b>	8.3	10.0	≥1,000
<b>6-10</b>	5.5	6.6	≥1,000
<b>1-5</b>	3.0	4.3	≥1,000 <sup>15</sup>

<sup>15</sup> Connectivity Matrices courtesy of Peter Haxton, State Library of Kansas, <http://www.kslib.info/>

## Appendix VII

### Library Staff Core Competencies

Library staff core competencies are a unique set of skills that allows a library to fill its exclusive role in the community. These competencies revolve around our strength which is information sharing. In every community, it is the responsibility of the library to gather, share and store knowledge. Patrons should be able to confidently walk into any library in Tennessee and find staff capable of meeting their curiosity on almost any subject.

#### Core Hardware

- Understands, uses and helps other use basic computer hardware and peripherals
- Understands, uses and helps others use mobile devices common in the library

#### Core Internet

- Understands, uses and helps others use the Internet
- Demonstrates information literacy to include the elimination of fake news
- Understands common security protocols relating to Internet Use (safety & privacy)

#### Core Software Applications

- Performs basic functions of email applications
- Performs basic word processing operations
- Performs basic printing operations from common applications
- Demonstrates an understanding of file structure, local, and cloud-based storage

#### Customer Service

- Manages the library environment to ~~enhance~~ ensure a positive user experience
- Develops & evaluates standards and practices for the delivery of quality customer service
- Maintains situational awareness to ensure library security
- Applies effective techniques to address difficult situations with diverse users

#### Ethics and Values

- Understands and acts in accordance with the basic values and ethics of library service to include privacy and confidentiality in accordance with Tennessee state law.
- Demonstrates respect for diversity and promotes inclusion of cultural values including balanced collections

## **Leadership**

- Understands the mission statement & strategic plans of the organization
- Uses and understand internal controls required to maintain a professional and practical level of fiduciary responsibility
- Manages the various components required to develop, market, and coordinate library programs
- Demonstrates leadership qualities and behavior
- Employs sound project management principles and procedures in the planning and implementation of programs and services
- Anticipates and adapts to change and challenges by participation in continuing education
- Manages the development of one's own learning and ongoing improvement of skills and knowledge

## **Library**

- Uses and understands standard methods in organization and retrieval of physical materials
- Understands the value of accurate data collection
- Understands TEL and can guide patrons through the use of various databases
- Understands R.E.A.D.S. and can help patrons use the service
- Demonstrates the ability to perform basic circulation functions and catalog searches
- Understands the interlibrary loan system

## Further Reading

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## Glossary

<b>ADA-compliant</b>	In accordance with the Americans with Disabilities Act, <a href="http://www.ada.gov">http://www.ada.gov</a> .
<b>Appropriation</b>	Funds provided annually by governmental funding bodies for the library's annual budget. This includes both salary and operational allocations, but does not include one-time and capital allocations.
<b>Audit</b>	Per TCA 10-3-106, all library accounts must be audited annually by an independent auditor or by or under the county legislative body and/or city governing body (see <a href="http://www.lexisnexis.com/hottopics/tncode/">http://www.lexisnexis.com/hottopics/tncode/</a> ).
<b>Bandwidth</b>	The amount of information that can be sent through a connection between two computers in a given amount of time. A connection that can transmit more data in a shorter period of time is said to have more bandwidth than another, slower connection. Bandwidth directly affects the quality of transmitted information.
<b>Basic health and human services programs</b>	Examples include food and shelter assistance, basic family support services, and crisis management resources.
<b>Branch library</b>	A branch library is a library that is administered by a central or main library and that does not report to a board. Branch libraries are included in the main library legal service area and their statistics are reported as a part of the main library statistics. The level of the main library is determined by the population of the total system (main library and branches) service area and the standards included in that level are measured using the composite statistics of the system.
<b>Certified public library manager (CPLM)</b>	A graduate of the Tennessee Public Library Management Institute. This three-year program administered by the Library & Archives is designed for non-MLS library directors and branch managers.
<b>Clerical staff (clerks)</b>	Staff members who spend the majority of their work time filing, shelving, and processing library materials and performing other clerical tasks.
<b>City library</b>	See Municipal Library.
<b>Collection development policy</b>	Policies and procedures developed to describe the scope and purpose of the library collection. Such policies include criteria for selection and weeding in all subject areas and the criteria for accepting gift materials.
<b>Community partnerships</b>	A collaborative relationship between a library and another community organization, agency, or business.
<b>Community relations</b>	Community relations refers to how a library relates to and makes itself known to the community it serves. It includes interaction with funding bodies, organizations within the community, beneficial partnerships, marketing, social media, the impact of library services on the community, etc.
<b>County library</b>	A County Library is a public library that was created by the County government pursuant to the provisions of the Tennessee Code to serve the residents of the County.
<b>Devices</b>	Small electronic items such as smartphones, tablets and e-readers.
<b>Expenditure</b>	Funds spent by the library from its annual budget provided by governmental funding bodies. This includes both salary and operations spending, but does not include one-time and capital spending.
<b>Friends of the Library</b>	Friends of the Library is a group of individuals who value public library services to the community and are willing to volunteer their time, talents, and efforts to promote the library's goals and objectives in whatever way will be helpful. They are organized to help support the work of the library, not to

	engage in the work and responsibilities of the library board members or the library staff.
<b>Full time equivalent (FTE)</b>	One FTE is one employee working the number of hours the funding body has determined is a full time work week. In most Tennessee public libraries that number of hours is 40 per week. To calculate Full Time Equivalent, determine the number of hours worked each week by all staff in a given category (clerical, support staff, etc.) and divide the total by 40.
<b>Image evaluation</b>	On-site evaluation by public library trustees or selected community representatives to examine the appearance of the physical building, the grounds, the library's collection, signage, etc. for the purpose of repairing, cleaning, or reorganizing the library to better appeal to its customers and potential customers.
<b>Inclement weather</b>	Abnormal weather conditions, such as snow, ice, tornadoes, etc. that have potential safety concerns for library staff or the public.
<b>Information and referral</b>	The process of linking library users with community agencies which can provide a needed service.
<b>Integrated library system (ILS)</b>	An automated circulation system and online public access catalog.
<b>Interlibrary loan (ILL)</b>	Interlibrary loan occurs when an item of library material or a copy of the material is made available by one library to another library upon request. It includes both lending and borrowing.
<b>Long-range plan</b>	A plan for the growth of library services and management that is developed in accordance with evolving community needs. A Long-Range Plan typically covers from three to five years and is updated annually.
<b>Maintenance of effort (MoE)</b>	This is measured in three ways: (1) The appropriation from city and county monies to a library must equal or exceed the previous year's appropriation (excluding one-time and capital allocations); (2) the expenditures of the library must equal or exceed the previous year's expenditure (excluding one-time and capital expenditures and gifts); (3) Service hours must equal or exceed the previous years' service hours.
<b>Materials</b>	Physical or digital items available for patron use. This includes books, music, software, databases, videos, etc.
<b>Masters Degree in Library or Information Sciences (MLS, MLIS, etc.)</b>	A professional library degree, which can be accredited by the American Library Association (ALA).
<b>Municipal library</b>	A library that is created by City or Town governments pursuant to the provisions of the Tennessee Code to serve the residents of the City or Town.
<b>Outreach</b>	The provision of library services or materials outside the physical library.
<b>Per capita</b>	Per person; the number of people in a library service area.
<b>Personnel policies and procedures</b>	Policies and procedures defining all aspects of employment in the library, including benefits, leave time, discipline, promotion, etc.
<b>Programs</b>	A planned activity which a staff member, or a person invited by a staff member, presents to the public. A program can be on or off the library premises, as long as it is sponsored by the library. Meetings sponsored by other groups, and presented in the library meeting rooms, are not considered to be programming.
<b>Protective software</b>	A computer program that protects computers from viruses, malware, and other

malicious electronic intrusions. This also includes software that prevents permanent unauthorized computer changes from being saved by non-administrative users by restoring the hard drive to its original state after the user logs off or the computer is rebooted.

<b>Public-access catalog</b>	An online database that allows library staff and patrons to determine what items are in the library collection and what items are currently checked out. Some public access catalogs provide online reserves and renewals.
<b>R.E.A.D.S.</b>	A service available to patrons of libraries that belong to the Tennessee Regional Library System. It provides thousands of ebooks, digital audiobooks, and streaming videos that can be downloaded to computers/laptops or a variety of portable devices. R.E.A.D.S. is available at: <a href="http://reads.overdrive.com">http://reads.overdrive.com</a> .
<b>Reference service</b>	An information contact with a library user which involves the knowledge, use, recommendations, interpretation, or instruction in the use of one or more resources by a member of the library staff.
<b>Service area</b>	The population a public library serves.
<b>Support staff</b>	Staff members without a professional library degree who spend the majority of their work time providing reference services, presenting programs, and working with the public in other ways. Support staff members normally have at least two years of college education.
<b>Technology plan</b>	A written document which addresses a library's software and hardware needs, expected replacement cycle of existing hardware and software, maintenance contracts, procedures for repair, staff and/or public training needs, etc. and the projected costs of these items. Normally, a Technology Plan covers a three year period. It may be a part of the library's overall Long Range Plan or a separate document.
<b>TEL</b>	The Tennessee Electronic Library is an online reference library that gives persons of all ages in Tennessee access to resources for school, work and life-long learning. It contains articles and encyclopedias, resume builders, practice tests, online foreign language courses, and genealogy resources. TEL is available at: <a href="http://www.tntel.info">http://www.tntel.info</a> .
<b>Tennessee Trustee Certification Program</b>	An online certification public library board trustees provided by the Library & Archives, which gives instruction in such areas as finance, policies and bylaws, planning, personnel, and advocacy. Program information is available at <a href="http://tsla.libguides.com/trusteecert">http://tsla.libguides.com/trusteecert</a> .
<b>Tennessee Union Catalog</b>	A shared database maintained by the Library & Archives which shows collection items from all participating libraries and which facilitates interlibrary loan.
<b>Tenn-Share</b>	Tenn-Share is a 501(c)(3) not-for-profit organization that helps Tennessee libraries deliver efficient, effective library services through group purchasing power and innovating resource sharing projects. Information about Tenn-Share is available at: <a href="https://www.tenn-share.org/">https://www.tenn-share.org/</a>
<b>Turnover rate</b>	Total annual circulation of physical items divided by total physical items in the library's collection.
<b>Weed</b>	To evaluate each item in the library collection against criteria stated in a collection development policy and the CREW weeding manual and then discard those items that do not meet the criteria.