



*Planning for Library Excellence:
Standards for Virginia Public Libraries*

Approved by The Library Board
January 30, 2009

Purpose

The Library of Virginia has promoted excellence in the development of public libraries since establishing Traveling Libraries in 1904. As noted in the *Report of the State Librarian, 1903–1904*, "Aside from the consideration of the possibilities of this system of library extension, it is the duty of the State to afford every possible educational opportunity to its citizens. An investment in literature, . . . such as the Library represents, without extending its resources to every section of the Commonwealth, is at least an unequal condition, and should be rectified at once." The enormous investment in staff, time, funding, creativity, and energy through many years has resulted in a statewide system of public libraries truly dedicated to serving the people of Virginia.

With the uncertain economic conditions present as this document is approved, libraries are more important than ever before. The "people's university" is now the people's source for job searching, access to government information only available online, and e-mail and Internet resources, as well as traditional library activities. *Planning for Library Excellence, 2009*, would not have been possible without the body of work not only in building a strong library system, but also in providing practical standards to guide that development. The paragraphs below are quoted from the 1988 edition of *PLE*. Twenty years later, these words retain their impact. *Planning for Library Excellence* seeks to improve the quality of library service available to each resident of the Commonwealth. This document's clearly voiced concerns underscore the dedication of Virginia librarians to this end. In the context of these recommended goals, these concerns include:

A desire for practicality and achievability.

A desire for the provision of incentives for improvement of library service.

A desire for applicability to a variety of sizes and types of public libraries, not just the smallest or the largest.

A desire for ease of use and comprehension.

A concern for clout or impact.

A desire to provide a rationale or justification for budget requests to governing bodies or funding agencies.

Planning for Library Excellence (PLE) is not a document intended only for the use by librarians. It is important that it be available to, and used by, boards of trustees, governing officials, members of funding agencies, and community support groups involved in planning at the local level and within the context of regional and state library service. The document provides information to help libraries plan and evaluate their services and meet the needs of their users in the most effective way their resources will allow. Even as planning is a dynamic process, *Planning for Library Excellence* is intended as a dynamic document, one which will spark debate and discussion, evaluation, and revision. Providing quality library service is an integrated process in which goals serve as an important tool in measuring a library's success in fulfilling its stated mission or role. The desired result of this process and of this document is excellence in the response of each public library in Virginia to the needs of its community of users.

The title, *Planning for Library Excellence, 2009*, denotes the importance of continuous efforts. Planning and improving library service are constants in a world in which current information is as necessary to government and an informed citizenry as oxygen is to human survival. Planning tools are numerous and adjustable to library size. The Public Library Association, a division of the American Library Association, has published several planning guides including *A Planning Process* (1977), *Planning and Role Setting for Public Libraries: A Manual of Options and Procedures* (1987), *Planning for Results: A Public Library Transformation Process* (1998), and *The New Planning for Results: A Streamlined Approach* (2001). These materials, and others cited as resources, are available from the Library of Virginia.

Background

These standards are part of a series of efforts to support Virginia's public libraries. In 1936 Assistant State Librarian Randolph Church published a *Regional Library Plan* in which he made a strong plea for a state grant-in-aid program. His plan included ten regions to serve the state. Although funding for state aid was not allocated, the General Assembly enacted the first comprehensive general library law and declared, "It the policy of the Commonwealth, as a part of its provision for public education, to promote the establishment and development of public library service throughout its various political subdivisions." This very important language remains in the *Code of Virginia* §42.1-46.

In 1942, William A. Wright, of Tappahannock, was the patron of the first state-aid bill to receive funding—\$50,000. In the original state-aid formula, city libraries were eligible for grants up to \$5,000 while county and regional libraries were eligible for grants up to \$15,000. The state-aid program took its current form after changes to the formula and library laws in 1970. In January 1978, the State Library Board approved *Recommended Minimum Standards for Virginia Public Libraries*. The five-page document covered staffing, salaries and benefits, buildings, outlets, collections, reference service, staff development, children’s services, adult services, programs, and cooperation. Two additional documents were later approved: *Children’s Service Suggested Guidelines* and *Young Adult Services Guidelines for Virginia*.

In 1982, the Library Development Committee of the Virginia Library Association started to review the *Recommended Minimum Standards*. In 1986 their document was sent to the Library of Virginia Board for consideration. These standards, *Planning for Library Excellence* (the blue book), were adopted on November 7, 1987. Chapters included Administration and Planning, Resources, and Services. The preface by Peggy Forehand, Board Chairman, and Ella Gaines Yates, State Librarian, notes:

The guidelines do not set forth statistical standards that represent a hypothetical average Virginia public library. Rather they set goals on various levels to which every public library in the Commonwealth may aspire.

Unfortunately, the first edition of *PLE* did not contain many references to technology at a time when the impact of technology on libraries was becoming a driving force for change. By the mid-1990s the need for revision was obvious. In 1994 a committee of the Virginia Library Association (VLA) reviewing the formula for state aid to public libraries suggested that *Planning for Library Excellence* be revised. The Librarian of Virginia requested that VLA begin the process to revise the document, and a VLA committee was appointed to do so. In 1995 the Virginia Public Library Directors Association (VPLDA) asked for, and was granted, the responsibility for the revision.

In July 1999, the Virginia Public Library Directors Association requested that LVA assume responsibility for the revision of *Planning for Library Excellence*. Incorporating new tools from ALA such as *Planning for Results* and the ability to analyze statistics from public libraries, the second edition of *PLE* was more of a planning tool than a traditional standards document. Libraries could quickly determine whether they met a basic standard, but to use *PLE* correctly, they needed to analyze progress toward essential, aspiring, and excel guidelines depending on the planning profile for their library. *Planning for Library Excellence* was intended to be a dynamic document. In order for it to continue as an effective planning tool, it required periodic revision and adaptation to reflect changes in

library trends and services and the availability of new data. The 1998 planning profiles were to be updated yearly. This did not happen for a number of reasons, thus limiting the usefulness of the document.

In 2004, LVA commissioned a long-range study to "assist in assuring that the Commonwealth's public libraries are prepared to meet the challenges of the 21st century as valued community resources responsive to the rapid change in technology and society." The consulting firm of Himmel and Wilson was hired to conduct the study. In 2005, their study, *Inventing the Future of Public Library Service in Virginia*, recommended that *PLE* be "reviewed, revised, and strengthened" because of the many changes in public libraries. Particularly noted were the need for better (updated) technology, a user-friendly format, a checklist, and a discussion on partnerships.

The H&W Task Force on Standards began work in April 2006. Members of the committee represented all types and sizes of public libraries. Using the new technologies, including a wiki, members were assigned sections to research and for which to draft standards. In June 2007, the Task Force substantially completed a working draft that was turned over to the LVA staff for standardization. Various drafts were shared with the public library community. At the Virginia Public Library Directors Association conference in April 2008, the directors requested testing of the standards. Test results were discussed at the September 2008 directors' meeting.

Approval

On November 17, 2008, the Public Library Development Committee of the Library of Virginia Board received the standards draft and approved its submission to the full board for consideration at the January meeting. According to the Library Board minutes of January 30, 2009, "Mr. Woodrum entered a motion on behalf of the Public Library Development Committee to approve the document *Planning for Library Excellence: Standards for Virginia Public Libraries*, subject to stylistic and formatting changes. The Board unanimously voted in favor of accepting the standards.

Service-Level Ratings

The 1987 edition of *Planning for Library Excellence* established service levels as I, II, III, with the notation that the levels were intended to provide both incentive and achievability to those goals where levels were desirable. The 2002 edition of PLE used the terms “essential, aspiring, and excel for the guidelines and added planning profiles based on medians. Neither method has been completely successful in conveying that a certain service level is necessary for the operation to be considered a true public library, but beyond that baseline, it is possible to establish benchmarks to note service achievements.

Planning for Library Excellence, 2009, uses a well-understood business model based on the notion of bond ratings. Moody’s, Standard and Poor’s, and Fitch use the terms, A, AA, and AAA, as their ranking system for the quality of investments:

A = Investment grade but likely to be subject to changing business conditions.

AA = Investment grade at a strong level on all qualities.

AAA = Strongest investment grade and not subject to business cycle extremes.

We believe it is possible to view public library services in a similar fashion and continue to recognize that a primary goal of each library is to serve its community at the highest levels possible given its resources. Like business, libraries strive to grow or profit, in order to provide better services to their consumers.

The PLE 2009 service measures must be considered as cumulative. To reach level A (basic and mandated services) all of the measures must be reached. Levels AA and AAA likewise depend on achieving the preceding measures. Wherever possible, the measures are progressive. For example: full-time equivalent staffing levels grow from .3 FTE per 1,000 persons in the library service area at level A to .5 FTE at level AA and increase to .6 FTE at level AAA.

Issues in Rating Libraries

Library comparisons or service ratings have always been a difficult topic to address. Each library or library system differs from its neighbors in enough significant ways to make comparisons very difficult. The best guide for evaluating library service is the improvement of a single library over time when the same statistics are kept in the same manner. Ranking a library fairly against a comparable system requires a great deal of knowledge about the operations of the two libraries.

For example, the service areas of four library systems are similar. These populations vary so much, however, that any reasonable comparison of library operations is futile.

Library	Square Miles Served	Population
City of Suffolk	400	77,100
Fairfax Regional	402	1,044,800
Highland County	416	2,400
Chesterfield County	426	286,500

Since funding bodies want to see statistical comparisons proving that all moneys were put to good use, there are certain generally agreed-upon benchmarks to consider. The following information and data charts may be found at:

<http://www.vpl.lib.va.us/stats/01-06data.htm>

2001–2007 Statistical Data for Virginia Public Libraries

Circulation Per Capita

Circulation per capita is a measure of the community's use of the library. It can be thought of as representing the average number of items checked out in a year by each member of the community. A high number on this measure indicates heavy use of the library's circulating materials. A low number may indicate several things. For example: 1) the library's collection may not meet the community's needs or interest; 2) residents may be unaware of the library's resources; and 3) the library may have an extensive collection of non-circulating materials.

Expenditures Per Capita

Expenditures per capita reflect the community's financial support for the library in relation to its size. Operating expenditures (personnel, collections, and general operations) from other sources such as state aid and grants are also included. Capital expenditures that vary dramatically from year to year are not included.

Holdings Per Capita

Holdings per capita are one measure of the match between the size of the library's collection and the community it serves. It assesses collection size, not quality. This measure should be interpreted in connection with turnover rate and circulation per capita. Size alone is not an indicator of quality or usefulness.

Library Visits Per Capita

Library visits per capita are one measure of the community's use of the library, whether for materials, programs, or meetings. It can be thought of as representing the average number of times during a year that each member of the community uses the library. A high number of visits indicates heavy use. A low number of visits may indicate several things. For example: 1) the hours the library is open do not fit the needs of the community; 2) the library's collection and programming do not meet the interest or needs of the community; 3) residents may be unaware of what the library has to offer; 4) the facility may be uninviting; and 5) the location may be inconvenient.

Turnover Rate

Turnover rate measures the use of the library's circulating collection. It indicates the number of times each item would have circulated during the year if circulation had been spread evenly throughout the collection. A library that emphasizes the circulation of popular reading materials should have a higher turnover rate than a library that emphasizes the breadth of its collection and has an extensive non-circulating reference collection.

ACKNOWLEDGMENTS

Planning for Library Excellence, 2009, would not have been possible without the dedicated assistance of the entire Library of Virginia Board and staff as well as the public library community. Deepest appreciation goes to the Himmel and Wilson steering committee, the task forces, and the Public Library Development Committee of the Library Board.

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Finally, we must thank the many other state library organizations whose publications were viewed, reviewed, reworked, used, and otherwise inspired this document. The state libraries of Florida, Mississippi, and South Carolina are particularly thanked.

***Governance, Funding,
and Administration***

GOVERNANCE

Every county and city in Virginia should provide free public library service. The organization, governance, and funding of Virginia public libraries is delineated in the *Code of Virginia*, § 42.1-33–45, and the *Virginia Administrative Code*, 17VAC 15-110-10.

Library Boards: The ultimate responsibility and liability for the governance of the public library rests with the library board. Appointed by public officials, these residents must be truly committed to the goals of the library and willing to donate time and effort to advocate constantly for improvement of library services. Residents entrusted with governing a public library should have a clear understanding of the library’s role in its community, seek the financial and political resources necessary to achieve library goals, and provide leadership and vision for library services based on accountability, sound management practices, and adequate funding. Informed, active, and responsible leadership is critical.

For the Virginia public libraries who are not required to have a governing library board (*Code of Virginia*, § 42.1-36. See Appendix), the management must seek public support and advocacy in accordance with local conditions. The need for informed support by the residents served remains critical.

Library Directors: The public library is administered by the director, usually, though not always, appointed by the library board. The director is responsible for all day-to-day management issues including personnel. The director establishes procedures to implement the library policies adopted by the board, provides leadership to the staff and the board, and ensures board knowledge of important concerns such as finances, budget, personnel issues, grants, special needs, annual reports, and budgets.

Governance Level A

- GA1: The library must be established and maintained according to state law under *Code of Virginia*, § 42.1-33 through 42.1-45. (See Appendix.)
- GA2: The library must be governed under the direction of a board according to state law under *Code of Virginia*, § 42.1-35 et. seq. or under the direction of the jurisdiction’s governing body (see § 42.1-36). (See Appendix.)
- GA3: The library shall comply with the *Requirements Which Must Be Met In Order To Receive Grants-in-Aid*, 17VAC15-110-10. (See Appendix.)

- GA4: The members of the library board after appointment or election shall receive a current copy of the *Virginia Public Library Trustee Handbook* from the director.
- GA5: The library board shall adopt bylaws, rules, and regulations for its own guidance and for the governance, maintenance, and function of the library system. These bylaws, rules, and regulations shall be reviewed at least every three years. (See Appendix § 42-35.)
- GA6: The governing board or other appropriate authority shall have control of the expenditures of all moneys budgeted for the library fund. (See Appendix § 42.1-35.)
- GA7: The governing board or other appropriate authority shall have the authority to accept donations, gifts, endowments and bequests of money, personal property, and real property for the establishment and maintenance of the library system. (See Appendix § 42.1-35.)
- GA8: The governing board or other appropriate authority shall employ a qualified director and shall delegate management of the library system to said director.
- GA9: The governing board or other appropriate authority shall conduct annual performance evaluations of the director using the *Virginia Public Library Trustee Handbook* as a guide.
- GA10: The library may be associated with a Friends of the Library group who supports library operations financially and politically.
- GA11: The governing board or other appropriate authority, the members of the Friends, the director, and the senior management staff, if any, should be informed and articulate about library services.
- GA12: The governing board or other appropriate authority, the members of the Friends, the director, and the senior management staff, if any, should be encouraged to advocate for library funding and status to all elected and appointed officials who have fiscal and policy influence over the library system at the local, state, and federal levels.
- GA13: The library system shall have written service and personnel policies that have been adopted by the governing board or other appropriate authority. (See Appendix for service and personnel policies' checklist.)

- GA14: The library system shall have administrative procedures developed by the director with guidance from the governing board or other appropriate authority to ensure consistency of service/employment and a positive public image for the library system. These procedures should be reviewed regularly.
- GA15: The library board shall have regular meetings as specified in the bylaws at a time and place convenient for the board members and the public at large, said meetings to be in accordance with state law (See Appendix *Code of Virginia*, § 2.1-340).
- GA16: The director shall provide frequent formal and informal communications to the library board members or other appropriate authorities about the programs, policies, budget, and service plans of the library system.
- GA17: The library shall have a five-year/long-range plan that has been adopted by the governing body or other appropriate authority_and updated annually. Copies of the plan shall be readily available in each library facility and easily accessible from the library's Web site. (See Appendix 17VAC15-110-10. Requirements [2].)
- GA18: The library system shall regularly collect data on input (resources available), output (usage statistics), and outcomes (impact on individuals and groups and the service area). This information is required by the state library agency for its annual statistical report. (See Appendix 17VAC15-110-10. Requirements [2].)
- GA19: The library system shall regularly collect and analyze data appropriate to evaluate its impact and progress on stated goals and objectives. (See Appendix 17VAC15-110-10. Requirements [2].)

Governance Level AA

- GAA1: The library shall comply with all standards of Level A.
- GAA2: The director shall conduct an orientation for each new board member using the *Virginia Public Library Trustee Handbook* as a guide.
- GAA3: Copies of current policies shall be readily available in each library facility and easily accessible by the staff and by the public from the library's Web site.

- GAA4: In creating and updating the five-year/long-range plan for the library system, the planning process shall include systematic community input, community studies, and the use of other needs' assessment techniques to ensure community participation in the design and delivery of public library service.
- GAA5: In creating and updating the five-year/long-range plan for the library system, planning models developed by the Public Library Association, county- or city-mandated planning models, or other available models should be used.
- GAA6: The provisions of the five-year/long-range plan shall be monitored regularly by the director and the library board with the director reporting to the library board on the progress being made toward the goals and objectives in the plan.
- GAA7: Members of the library board shall participate annually in training such as the Library of Virginia trustee training, various workshops conducted by local or state library organizations, state or national conferences on public libraries, and instruction from library legal counsel, auditors, the director, and other professionals.

Governance Level AAA

- GAAA1: The library shall comply with all standards of Levels A and AA.
- GAAA2: All library board members shall participate in continuing education programs provided by the Library of Virginia, the Virginia Library Association, or other relevant organizations.
- GAAA3: The library shall report the results of its evaluations on the impact of its services to its library board and the general public on a regular basis.
- GAAA4: All members of the library board and the director are members of the Virginia Library Association.
- GAAA5: The library board shall evaluate its own performance annually, as described in the *Virginia Public Library Trustee Handbook*.

FUNDING AND ADMINISTRATION

A public library in Virginia may receive funds in a variety of ways, but its major source is tax revenues from the local government. Occasionally an endowment or annual fund drive will provide significant funding. Other sources, including state and federal grants-in-aid, may supplement income from taxation and endowment but must be considered as secondary, not primary. Successful operation of a library requires local funds from a source that will provide stability in funding.

The library board or other governing authority and the director are responsible for providing the best possible service to the community and should give careful thought to long-range planning and goals when formulating appropriations requests. Library officials must work assertively to ensure that the taxing authorities are aware of library services' being provided, areas in which the library may be deficient, and funds needed to allow the library to meet its goals.

As a publicly supported agency, the library is accountable for its fiscal management to the state and local government, and to other agencies that support it. As in all things, the library is ultimately accountable to the public it serves.

Funding and Administration Level A

- FA1: Public libraries shall be funded primarily through local tax revenues.
- FA2: Governing bodies shall establish local funding based on local revenues and well-considered budget requests.
- FA3: Local funding for the library shall be maintained at a level equal to or greater than the preceding year. (See Appendix 17VAC 15-110-10.)
- FA4: The following benchmarks should be used to help define reasonable funding levels beyond those **minimal levels** required to receive state grants-in-aid.

FY2006–2007

Income

Income Sources	Amount	% Total Income
Local public funds including common governmental funds	\$227,588,503	87.82%
Other local funds including endowments, fines, fees, and gifts	\$11,256,147	4.34%
State aid	\$17,718,501	6.84%
Federal funds	\$672,497	0.26%
Other grants	\$1,928,898	0.74%
Total Income	\$259,164,546	100.00%

Expenditures

Total operating expenditures	\$257,006,004	
Population	7,585,662	
Total operating expenditures per capita	\$33.88	
Local operating expenditures	\$237,357,343	
Median local operating expenditures per capita	\$19.97	
50% median local operating expenditures per capita	\$9.98	
Average local operating expenditures per capita	\$25.09	
% expenditures for staff		66.76%
% expenditures for collections		14.06%
% other		19.18%

All statistics are from the FY2007 Virginia Public Library annual reports.

- FA5: The library board or other appropriate authority shall review, modify as necessary, and approve the proposed annual budget developed by the director to ensure that it reflects board-approved priorities and goals before submitting it to local funding entities.
- FA6: After the proposed budget is submitted to local funding authorities, the director and library board shall be available to make budget presentations to the local funding entities.
- FA7: State grants-in-aid shall be available to libraries meeting all legal qualifications according to the applicable citations. (See Appendix *Code of Virginia* and the 17VAC15-110-10 [3].).

- FA8: Funding from private sources (such as foundation or corporate grants, individual contributions raised by Friends, and bequests) may help support and enhance library services, **but these shall support, not supplant local government funds.**
- FA9: The library board or other appropriate authority shall adopt a final annual budget based on available funding and reflecting library goals and priorities.
- FA10: The director shall manage all operations of the library, including budget, personnel, planning, and evaluation.
- FA11: The director shall provide written financial and statistical reports for review at library board meetings and shall communicate regularly on matters that affect policy.
- FA12: The director shall provide leadership and communication to the staff, the library board, the local government, and the public.
- FA13: The library shall encourage an active Friends of the Library group.
- FA14: One staff member shall be appointed official Friends' liaison to ensure Friends have all the information they need to carry out effectively a program in support of the library.
- FA15: The director and/or appropriate staff member shall communicate with the library board and Friends' leaders to equip them with current information about the library so they may be articulate and well-informed advocates.

Funding and Administration Level AA

- FAA1: The library shall comply with all standards of Level A.
- FAA2: The library shall receive no less than 1 percent of the total revenue of its local government(s).
- FAA3: The director and library board shall seek supplemental sources of funding.
- FAA4: The director shall participate in community organizations.

Funding and Administration Level AAA

- FAAA1: The library shall comply with all standards of Levels A and AA.
- FAAA2: The library shall receive no less than 3 percent of the total revenue of its local government(s).
- FAAA3: The director and library board shall pursue continuous increases in supplemental funding to support the library's five-year/long-range plan.
- FAAA4: The library board and director shall seek advocates and develop partnerships to increase understanding of the library's role in the community and to garner support for the library.
- FAAA5: The library staff shall be encouraged to participate in other community organizations by serving on other boards, volunteering in the community, etc. Such participation shall be formally recognized by the library administration and work release time shall be given when possible.

Public Relations

Public relations involves the process of invoking a public understanding and goodwill toward the library. Serving as an integral portion of the five-year/long-range plan, the availability of library services and materials and the essential role libraries play in improving the quality of life should be conveyed on a continuous basis through a sustained public relations program. The community and public relations program should be both internal and external, reaching staff members, trustees, volunteers, Friends' groups, the media, and community leaders, as well as users and nonusers of the library.

Public Relations Level A

- PRA1: Community relations and public presence programs shall be part of the library's official five-year/long-range plan.
- PRA2: The library's annual budget shall allocate funds for public relations activities.
- PRA3: The director shall designate a staff member to coordinate public relations activities within the library and between the library and other local agencies.

Public Relations Level AA

- PRAA1: The library shall comply with all standards of Level A.
- PRAA2: Annually, the library shall implement a number of generally accepted publicity techniques. The choice of which techniques to employ shall be based on the characteristics of the community, including the needs of persons with disabilities, adult new readers, and those with limited English-speaking ability.
- PRAA3: The library shall systematically inform its community about programs and resources through a variety of communications techniques and formats.
- PRAA4: The library shall spend a minimum of 1 percent of the library operating budget on the entire community relations program, including staff time, surveys and research, marketing, public awareness, and public relations. Note: This does not include any capital expenditures, but does include all staff time involved in giving presentations to groups in or outside the library.

PRAA5: One staff member shall have responsibility for coordinating community relations programs, plans, and activities. In smaller libraries this person may have other job responsibilities. In large libraries this person may be a department head with several people reporting to him/her.

Public Relations Level AAA

PRAAA1: The library shall comply with all standards of Levels A and AA.

PRAAA2: Staff members responsible for public relations shall have access to continuing education and information about theory, practice, and current developments in public/community relations and marketing.

PRAAA3: The library shall assess community perceptions of both users and nonusers of its services through accepted opinion/market research techniques such as formal surveys, focus groups, town meetings, or exit interviews.

PRAAA4: The library shall establish a schedule for these assessments.

PRAAA5: To promote its programs to persons with disabilities, to adult new readers, and to people using English as a second language, the library shall use non-print media and accessible formats.

RESOURCES

Staff

The success of a library system rests on the competency and commitment of its staff. The library cannot meet community needs without sufficient staffing to provide high-quality services at all hours the library is open. The staff must:

- Possess a strong commitment to high-quality customer service
- Understand the service goals and objectives of the library
- Be competent and well-trained

The leadership ability of the director is the key to a library's advancement through the service levels in this document. The director must possess the ability to manage people by balancing their legal, ethical, fiscal, organizational, and political concerns while meeting the fiscal and service goals of the system.

In addition to the director, each library will require skilled staff members to provide services in the following areas: youth, reference, targeted populations, circulation, technical services, technology, administrative functions, building maintenance, and all other activities. Selecting the appropriate level of staff necessary to operate a library system adequately depends on many factors beyond the population targets in this document. The correct number of staff members also depends on the number of library outlets, the hours of operation, the number of service points within the library that must be staffed, services to special populations, etc. The library board, or other appropriate authority, and the director must work together to determine this level for each system.

Staffing Level A

SA1: Every library serving a population in excess of 13,000 shall employ as director a full-time state-certified professional librarian. (See Appendix *Code of Virginia* § 42.1-15.1 and 17VAC15-110-10. Requirements [4].)

SA2: The library shall have qualified staff members who are paid and appropriately trained to fulfill their particular job responsibilities.

SA3: The library shall have a written personnel classification plan and/or job descriptions describing the duties/responsibilities of each staff position, any educational and experience requirements, physical requirements of the job, and the minimum/maximum salary range.

SA4: The personnel classification plan shall ensure that all qualified individuals have equal opportunity for employment and advancement within the library/system.

SA5: The library shall adopt written personnel policies outlining the conditions and requirements of employment for all library staff members that include:

- job descriptions
- recruitment process
- salaries and classifications schedule
- benefits
- regular performance reviews
- disciplinary actions
- grievance procedures
- standards of conduct
- equal employment opportunities
- diversity and other related topics for effective personnel management that are consistent with local, state, and federal regulations, including Fair Labor Standards Act (FLSA), Americans with Disabilities Act (ADA), and other relevant court decisions currently in effect, as well as being correlated with personnel policies of local governing body(ies).

This standard recognizes that libraries may rely on the local governing body's personnel department and requirements.

SA6: Personnel policies shall be made available to all library staff members.

SA7: The governing board or other appropriate authority shall review the personnel policies on a regular schedule and after any significant change in federal and state employment laws.

SA8: The library board or other appropriate authority shall determine the hours of the workweek, salaries, and benefits for all library staff members that are comparable with other area community positions requiring similar education, preparation, and job skills. Assistance from the local governing body's personnel department is encouraged.

SA9: Library staff compensation shall be regionally competitive and comparable to that for library positions that have the same level of education, training, authority, and responsibility.

SA10: Every staff member shall receive a written annual job performance review.

SA11: Staff members shall be computer literate and familiar with the electronic resources offered in their library.

SA12: Staff members who work with the public shall be able to assist patrons in the use of the print and electronic information resources available.

- SA13: Every staff member shall be provided with the opportunity for training related to his/her job duties.
- SA14: The library shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .3 per 1,000 in population.
- SA15: For every 25,000 in population, the library shall have 2.5 FTE's in professional staff positions with ALA-accredited education/training.
- SA16: The library shall have access to information technology services to administer and maintain the various forms of technologies needed and used.

Staff Level AA

- SAA1: The library shall comply with all standards of Level A.
- SAA2: Every new staff member shall receive an orientation, tour, and general introduction to the library.
- SAA3: Every staff member shall be provided a staff handbook containing the personnel policies. This handbook may be printed or posted on a staff Intranet.
- SAA4: The library board or other appropriate authority shall review and/or update library personnel policies annually.
- SAA5: The library board or other appropriate authority shall review and/or update the library classification plan annually.
- SAA6: The library board or other appropriate authority shall review and/or update job descriptions annually.
- SAA7: The library board or other appropriate authority shall review and update the library wage/compensation plan annually.

The personnel departments of the local governing jurisdictions may have time frames that vary from those listed in Standards SAA4–7. In this case, the regulations of the “appropriate authority” may be followed.

- SAA8: The library board or other appropriate authority shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .5 per 1,000 in population.

- SAA9: For every 25,000 in population, the library shall have 4.5 FTE's in professional staff positions with ALA-accredited education/training.
- SAA10: The library shall have an organizational chart.
- SAA11: The library shall have a designated staff member coordinating youth services.
- SAA12: The library shall have a designated staff member coordinating public services.
- SAA13: The library shall have a designated staff member providing outreach services.
- SAA14: The library shall have a designated staff member coordinating volunteer activities.
- SAA15: The library shall have information technology services personnel to assess, develop/design, administer, and maintain the various forms of library technologies needed and used within the library/system.
- SAA16: Managers who are not the director shall possess a Bachelor's Degree at minimum.
- SAA17: To provide continuity of service for key library operations, the library shall have an ongoing program of cross-training.
- SAA18: The library shall have staff members competent to design and deliver technology-related classes for the public.
- SAA19: One or more member of the staff shall be trained to create and update Web sites.

Staff Level AAA

- SAAA1: The library shall comply with all standards of Levels A and AA.
- SAAA2: The library shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .6 per 1,000 in population.
- SAAA3: For every 25,000 in population, the library shall have 6.5 FTE's in professional staff positions with ALA-accredited education/training.
- SAAA4: The library shall provide comparable prorated benefits for part-time library employees.

- SAAA5: The library shall review and/or update the organizational chart annually.
- SAAA6: The library shall have a full-time Youth Services staff member with a designated Children's Librarian and a designated Teens' Librarian.
- SAAA7: The library shall have a full-time Public Services staff with a designated circulation staff and a designated Reference staff.
- SAAA8: The library shall have an Outreach Services Librarian.
- SAAA9: The library shall have a Volunteer Coordinator.
- SAAA10: Managers who are not the director shall possess a Master's Degree in Library Science or a closely related field.
- SAAA11: The library shall have library staff member(s) dedicated to technology planning and operations, even when the governing jurisdiction has such staff.

STAFF DEVELOPMENT

The purpose of staff development is to increase an employee's job effectiveness in his or her present assignment or to prepare a person for future responsibilities. Staff development programs should concentrate on training and continuing education to provide comprehensive orientation within a library system and its local government. Skills to enhance communication and management, to develop professional expertise, and to improve personal contacts with library users and the staff are encouraged.

A formal staff development program should identify specific objectives to be achieved, embrace current and future staff development needs, and provide systematic evaluation of the extent to which training needs are met and objectives achieved.

Staff Development Level A

- SDA1: The library shall have a written staff development plan that addresses orientation for new employees, ongoing training, and continuing education.
- SDA2: The library shall conduct a periodic staff development needs' assessment for all positions in the library.
- SDA3: The library shall support continuing education and professional activities by allocating a portion of its budget for the costs of continuing education/training activities to include paid work time for attendance, registration fees, travel, food, and lodging costs where needed.
- SDA4: All library employees shall have the information and skills they need to do their jobs well.
- SDA5: Professional staff members shall participate annually in at least 24 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- SDA6: Support staff members shall participate annually in at least 16 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- SDA7: The library shall provide all staff members with training in excellent internal and external customer services.
- SDA8: The library shall provide all of the staff with resources/training to assist patrons with special needs.

SDA9: The library shall provide all of the staff with training in technologies required in carrying out their job duties.

SDA10: Appropriate staff members shall receive training in assisting the public to use electronic materials and resources.

SDA11: In addition to the director, one or more of the staff members shall also be a member of at least one professional association.

Staff Development Level AA

SDAA1: The library shall comply with all standards of Level A.

SDAA2: Professional staff members shall participate annually in at least 34 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.

SDAA3: Support staff members shall participate annually in at least 22 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.

SDAA4: Fifteen percent of the FTE's shall be a member of at least one professional association.

SDAA5: The library shall provide its staff with the resources/training to meet the multilingual needs of its community.

SDAA6: The library shall review and/or update its continuing education and staff development plan annually.

SDAA7: The library shall allocate 1 percent of its annual budget for continuing education and staff development.

SDAA8: The library shall recognize outstanding effort and achievement by its staff.

Staff Development Level AAA

SDAAA1: The library shall comply with all standards of Levels A and AA.

SDAAA2: Professional staff members shall participate annually in at least 48 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.

SDAAA3: Support staff members shall participate annually in at least 32 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.

SDAAA4: Thirty percent of the FTE's shall be a member of at least one professional association.

SDAAA5: The library shall have a written plan for recognizing efforts and achievements by library employees.

SDAAA6: With staff input, the library shall annually review and update the staff development and continuing education plan.

SDAAA7: The library shall allocate 2 percent of its annual budget for continuing education and staff development.

VOLUNTEERS

Volunteers may constitute an important community resource for public libraries. Residents gain an opportunity to use their time and skills in support of a worthwhile community endeavor, while receiving recognition for their accomplishments. Volunteers usually come to the library on an individual basis and participate in ongoing work or special projects. Their tasks should be of genuine significance, enhancing the services and capabilities of the library for which volunteers can become advocates.

The use of qualified volunteers in a planned program is recommended to supplement, not substitute for, paid staff members. A key to a good volunteer program is the degree to which volunteers receive supervision, support, and direction from the staff. Training programs for library staff members who supervise the work with volunteers contribute to the likelihood of success.

Volunteers Level A

- VA1: The library may use volunteers when, where, and as needed to provide support to library staff.
- VA2: Volunteers shall not substitute for paid staff members in the provision of library services.
- VA3: The library shall have a written policy describing the recruitment, assignment, and assessment of volunteers working within the library.
- VA4: The library shall have written job descriptions and requirements for volunteers.
- VA5: The library shall provide orientation and training for volunteers and the staff members who supervise volunteers.
- VA6: Volunteers shall not be assigned tasks for which they have not received training.
- VA7: Policies shall be made available to all volunteers and to the staff members who supervise volunteers.

Volunteers Level AA

- VAA1: The library shall comply with all standards of Level A.
- VAA2: The library shall review and/or update volunteer policies and job descriptions annually.

VAA3: The library shall review and/or update volunteer training annually.

VAA4: The library shall develop and implement a volunteer recognition program.

Volunteers Level AAA

VAAA1: The library shall comply with all standards of Levels A and AA.

VAAA2: The library shall develop and maintain a volunteer manual.

VAAA3: The library shall recognize volunteers through formal programs or events.

COLLECTIONS

High-quality collections are carefully built over time. Quantity, except for the temporarily popular items, is an inadequate measurement to judge library services. Based on the service roles selected, the library provides materials to meet expressed and anticipated community needs for information, education, and recreation. A successful collection supports the services the library provides and helps the library meet its defined goals. An effective collection requires the selection of materials in a variety of formats as identified by an ongoing process of community analysis including demographic information, library-use patterns, collection-use data, and public input. Collection development also takes into account other library and information resources in the community, the region, and the state. Weeding outdated, unused, and inaccurate materials is part of the collection development process.

In addition, collection development embodies the principle of free access to ideas on all sides of an issue, regardless of the potentially controversial nature of sensitive topics. Collections must be organized and systematically made available to enhance end-user access. Both in-library and remote access to the collection must be considered.

Collections Level A

- CA1: The library shall have a written collection development policy that is reviewed and revised regularly.
- CA2: The library's collection development policy shall be approved by the library board or other appropriate authority.
- CA3: The collection development policy shall consider the selected service responses and the information needs of the community.
- CA4: The library's collection development policy shall include selection and weeding policies.
- CA5: The collection development policy shall endorse:
- The Library Bill of Rights of the American Library Association and its interpretations.
 - Freedom to Read, a joint statement by the American Library Association and the Association of American Publishers.
 - Freedom to View, a statement of the American Film and Video Association.

(NOTE: These documents and additional resource material are available in the Appendix and in the American Library Association's *Intellectual Freedom Manual*, 7th edition.

<http://www.ala.org/ala/aboutala/offices/oif/iftoolkits/ifmanual/intellectual.cfm>

- CA6: The collection development policy shall include procedures for timely responses to purchase requests and for reconsideration of materials.
- CA7: The library routinely shall evaluate its collection to determine strengths and weaknesses and shall act on that information to make improvements.
- CA8: The library shall allocate funds for purchasing materials in diverse formats including new formats as they become of interest.
- CA9: The number of items (volumes) in all formats in the library's collection shall be at least:

Quality Level	Number of items in all formats, per capita				
	Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
A	10,000 minimum, 3 per capita preferred	2	2	2	

- CA10: The library shall maintain a collection evaluated and weeded using a standard method such as the CREW method.
- CA11: The library shall promote access to Find It Virginia, the statewide collection of electronic databases.
- CA12: The library shall adopt procedures and utilize technology designed to make new materials available to its patrons as quickly as possible.

Collections Level AA

- CAA1: The library shall comply with all standards of Level A.
- CAA2: The library shall spend 15 to 20 percent of its operating budget to purchase collection materials, and a minimum of 10 percent of the materials budget for non-print resources.

CAA3: The number of items (volumes) in all formats in the library’s collection shall be:

Quality Level	Number of items in all formats, per capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AA	4	3.5	3	2.5

CAA4: The library shall provide online databases to supplement the Find It Virginia databases.

CAA5: The library shall have a preservation policy for its special collections, including local history.

CAA6: At least every three years, the library shall evaluate its collection to determine strengths and weaknesses.

CAA7: The library shall allocate resources to address the identified weaknesses.

Collections Level AAA

CAAA1: The library shall comply with all standards of Levels A and AA.

CAAA2: The number of items (volumes) in all formats in the library’s collection shall be:

Quality Level	Number of items in all formats, per capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AAA	5	4.5	4	3

CAAA3: The library shall update its collection development policy at least every five years based on its current long-range plan.

FACILITIES

A public library building should offer the community a compelling invitation to enter, read, listen, and learn. The building should be flexible in design to respond to changing use and service patterns. It must be able to accommodate growing collections and a variety of formats. The design of the building needs to encourage extensive public use, support staff efficiency, and encourage economy. It must comply with the latest regulations of the Americans with Disabilities Act and all local and state requirements for public buildings.

Facilities Level A

FA1: Library facilities shall be functional, attractive, accessible, and safe.

FA2: Buildings shall be aesthetically pleasing, free of physical barriers, and large enough for the population they serve.

FA3: Buildings shall be capable of supporting the infrastructure necessary for present and future technologies.

FA4: Library facilities shall be located:

- in urban areas, no more than 20 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries.
- in rural areas, no more than 30 minutes' driving time from residents.
- where possible on a fixed transportation route. Fixed transportation route refers to public transportation where available or to easily accessible locations on or near main roadways.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

FA5: Standards in the chart below shall be used in assessing library space needs when planning new construction and expansion of existing library facilities. The facility shall meet the following square-footage standards, depending on service level.

Quality		Total Gross Square Feet Per Capita		
	Population Level			
	Up to 25,000	25,001 - 100,000	100,001 - 500,000	Over 500,000
A	.6 SF with .8 desired	.6 SF	.6 SF	.6 SF
AA	.9 SF	.8 SF	.7 SF	.65 SF
AAA	1.0 SF	1.0 SF	1.0 SF	.85 SF

- FA6: All library buildings shall comply with building, fire, safety, sanitation, and other appropriate state and local codes and other legal requirements.
- FA7: Library buildings shall provide handicapped access in compliance with the Americans with Disabilities Act.
- FA8: Adequate, convenient, and well lit parking shall be available to the library's users and staff at or near the library site. Check local codes for applicable formulas for amount of parking necessary.
- FA9: Library facilities shall have exterior signs so the library is clearly identifiable from the street.
- FA10: There shall be directional signage to the library on nearby streets.
- FA11: The library shall provide professionally produced interior signage adequate to help patrons make good use of the facility.
- FA12: Light levels shall be:
- 50 to 70 (30–50) sustained foot-candles at table-top height in public service area
 - 30 to 50 (20–30) foot-candles at table-top height in storage areas
 - 35 to 50 foot-candles at floor level with particular attention paid to stack aisles to assure adequate lighting on all shelves
 - Lighting is evenly distributed and of such quality to provide adequate light without glare; areas housing computers are free of glare.
- FA13: Electrical wiring shall meet National Electrical Code (NEC) minimum requirements.
- FA14: Electrical power outlets shall be based on furniture plans and must allow for future flexibility.
- FA15: Sufficient power shall be available to all locations in the library to accommodate laptop computers and to allow for future needs.

FA16: Heating, ventilating, and air-conditioning systems shall maintain relative humidity levels of 50 to 60 percent year-round. Special collections shall meet stricter standards established to preserve the materials collected.

FA17: Telecommunications cabling shall follow the National Electrical Code (NEC) and Building Industry Consulting Services International (BICSI) Telecommunication Association guidelines.

FA18: Telecommunication rooms (closets) shall be:

Area Served	Closet size
5,000 SF	10ft x 7ft
5,001–8,000 SF	10ft x 9ft
8,000SF plus	10ft x 11ft per floor

FA19: The library shall have an up-to-date disaster response and recovery procedure plan.

FA20: Planning for library facilities' development shall be based on at least twenty-year population growth projections and other factors including location of possible future library buildings and plans for major new residential and commercial development.

FA21: Community input shall be sought for all renovation and construction projects.

FA22: Newly constructed library facilities shall be "green" or sustainable facilities, constructed with ecologically sound materials.

FA23: The building shall promote energy efficiency, usage of natural daylight, waste reduction, and improvement of air quality.

FA24: Whenever possible, facilities shall meet LEED (Leadership in Energy and Environmental Design) standards established by the U.S. Green Building Council.

Facilities Level AA

FAA1: The library shall comply with all standards of Level A.

FAA2: Library facilities shall be located:

- in urban areas, no more than 15 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries.
- in rural areas, no more than 20 minutes' driving time from residents.
- where possible on a fixed transportation route.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

Facilities Level AAA

FAAA1: The library shall comply with all standards of Levels A and AA.

FAAA2: Library facilities shall be located:

- in urban areas, no more than 10 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries.
- in rural areas, no more than 15 minutes' driving time from residents
- where possible on a fixed transportation route.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

TECHNOLOGY

Technology is a tool that enables libraries to deliver services in a better way to users. It helps libraries make the most efficient and effective use of the library staff in public service and library support operations. Through technology, access to information, both within and outside the library, is improved. To use technology effectively, the library must plan carefully, provide ongoing support and training, and continuously evaluate, upgrade, and replace hardware, software, and information resources. All of the staff must be trained in basic computer functions to enable the library to meet normal and emergency needs.

Technology Level A

TA1: The library shall have a technology plan that regularly reviews and employs emerging technologies in order to maximize library services.

TA2: The plan shall include a designated replacement cycle and strategies for keeping equipment up-to-date and secure on an ongoing basis.

TA3: The library shall have an Acceptable Internet Use Policy, which has been reviewed by the library board (if applicable) and/or the governing jurisdiction, and which has been submitted to the Library of Virginia. (See Appendix *Code of Virginia*, § 42.1-36.1.)

TA4: The library's five-year/long-range plan shall address the role of technology in the delivery of services to residents.

TA5: The library shall maintain availability of public access, Internet-connected computer workstations.

Quality Level	Number of operating computer workstations
A	Minimum of 1 public workstation per 3,000 population

TA6: The downtime for any single public access computer workstation/printer shall not exceed 48 hours.

TA7: The library shall have broadband access to the Internet.

TA8: In order to facilitate the sharing of resources, the library shall have an automated library system that meets current and appropriate technical standards for library records.

TA9: When appropriate, the library shall take advantage of the E-rate program (www.usac.org/sl) to deliver the most comprehensive and effective telecommunications capabilities possible to library users and library staff members.

TA10: The library shall provide at least a base level of office technology.

TA11: The library shall provide Internet access and e-mail for staff use.

TA12: The library staff shall subscribe to appropriate listservs and other professional communication services.

Technology Level AA

TAA1: The library shall comply with all standards of Level A.

TAA2: The library shall maintain the availability of public access, Internet connected computer workstations.

Quality Level	Number of operating computer workstations
AA	1 public workstation per 2,000 population

TAA3: The library's network connection shall support where applicable simultaneous use by multiple library workstations (including WiFi).

TAA4: The library shall provide wireless connectivity for users.

Technology Level AAA

TAAA1: The library shall comply with all standards of Levels A and AA.

TAAA2: The library shall maintain the availability of public access, Internet-connected computer workstations.

Quality Level	Number of operating computer workstations
AAA	1 public workstation per 1,000 population

ACCESS AND SERVICES

Access

The principle of equal access is an integral part of the library's philosophy and planning. The facility housing library services has a direct effect on access and must comply with the regulations of the Americans with Disabilities Act, but access encompasses much more than the physical building(s). Access refers to making library services and resources as widely available as possible through the location of the library and its hours of operation. Access includes meeting the diverse educational and recreational needs of residents beyond use of the building itself. Through outreach into the broader community, through electronic access inside the library and remotely to collections, and through the use of technology to provide access for persons with disabilities, the library facilitates access to local and remote resources including collections, services, databases, and resources at other libraries.

Access Level A

- A1: The library shall provide basic services free of charge to everyone in its service population. (See Appendix *Code of Virginia*, § 42.1-55.)
- A2: When the library is open, all basic services shall be available, i.e., lending of materials, information, public programs, public space, and public to access to the Internet and personal computing applications. This standard does not prohibit the provision of some services, such as photocopy fees, printing, etc., on a cost-recovery basis. (See appendix *Code of Virginia*, § 42.1-55.)
- A3: Library patrons, regardless of age, shall be able to use materials and services so long as state and federal laws are followed in their access of materials and services.
- A4: The library shall have written policies covering the following:
- Use of facilities and display areas
 - Rights and responsibilities of patrons (patron behavior)
 - Children's use of the library
 - Access to the Internet and personal computing applications
- A5: The library shall be open to the public at fixed times and with a uniform schedule.

A6: The library shall provide minimum unduplicated service hours as follows:

Quality Level	Minimum Unduplicated Hours
A	40 must include at least 3 consecutive evening hours and appropriate weekend hours (see Appendix 17VAC15-110-10. Requirements [5])
AA	68 (20 of these must be evenings and weekends)
AAA	76 (7 days a week; 4 evenings)

A7: Every regional, county, and city library serving an area of more than 400 square miles, or more than 25,000 persons, must provide some form of extension service acceptable to the [Library of Virginia] board. (See Appendix 17VAC15-110-10. Requirements [7].)

A8: If the library has two or more service units, either branches or stations, it shall maintain a scheduled frequent-delivery system. (See Appendix 17VAC15-110-10. Requirements [8].)

A9: The library shall have a telephone and the telephone number shall be listed in the local telephone directory. (See Appendix 17VAC15-110-10. Requirements [5].)

A10: Patrons shall have access to library services by telephone or by using the Web to ask a question, to place a hold, to renew an item, and to find the location and hours of library facilities and programs.

A11: The library shall provide a Web page with contact information, hours, and service location information.

A12: When the library is not open, a recorded telephone message shall provide information on hours of service.

A13: The library shall organize materials for convenient use through shelf arrangement, classification, and cataloging, and provide a catalog of its resources. (See Appendix 17VAC15-110-10. Requirements [5].)

A14: The library shall have workstations easily accessible for use of the automated catalog and circulation system.

A15: The library's catalog shall be available via the Internet.

A16: The percentage of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
A	25%

A17: The library shall deliver materials to a patron’s preferred library locations.

A18: The library facility shall be physically accessible to all people and meet the requirements of the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities as published in *The Federal Register*, the *Virginia Uniform Statewide Building Code*, and any applicable local standards.

A19: The library shall provide users with disabilities who are unable to travel to the library with service in keeping with the provisions of the Americans with Disabilities Act.

Access Level AA

AA1: The library shall comply with all standards of Level A.

AA2: The library shall have an integrated library system (ILS) in an area easily accessible to users and staff.

AA3: Library users shall be able to request and renew library materials online.

AA4: The percentage of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
AA	40%

AA5: The library shall work with community transportation providers to encourage availability of public transportation to the library.

Access Level AAA

AAA1: The library shall comply with all standards of Levels A and AA.

AAA2: The library's Web site and automated catalog shall be available through the Internet and meet current guidelines for access by people with disabilities. (Note: a commonly accepted set of guidelines provided by the World Wide Web Consortium's Web Access Initiative is available at: <http://www.w3.org/TR/WAI-WEBCONTENT>.)

AAA3: The percentage of the service area population that is registered for a library card in the library's database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
AAA	60%

AAA4: Library users shall be able to pay fees/fines electronically.

AAA5: The library's main telephone shall be manned by a staff member during normal working hours.

AAA6: The library director's direct phone line shall be listed in the phone directory under the library's phone listing.

Services

Public libraries are active providers of information, reference, readers' advisory lists, collections, and programs for people of all ages. These shall be designed to meet the needs of the community that the public library serves. Plans for library services are developed as part of the library's planning process and are based on a knowledgeable assessment of the community. Service policies shall be immune to ideological, political, or religious censorship and commercial pressures.

Services Level A

SA1: At a minimum, the library shall provide those services that are considered basic to the mission of all public libraries: lending, information, programming, Internet access, and up-to-date technologies.

SA2: The library shall have policies defining the scope of its services and setting service priorities.

- SA3: The library shall have a policy emphasizing the delivery of accurate information, as well as expeditious and courteous service.
- SA4: The library's policies regarding use of its resources and loan of its materials shall facilitate easy use.
- SA5: Lending periods shall be based on collection size, demand, and turnover rate.
- SA6: As many formats as possible shall have the same loan period.
- SA7: The library shall not place age restrictions on the circulation of materials except where local policies permit individual parental requests.
- SA8: The library's fine and fee policies shall promote use by people of all income levels.
- SA9: The library shall have a policy regarding confidentiality of customer records that adheres to Virginia law.
- SA10: Library services and materials shall be marketed to the public in a variety of ways such as library displays, readers' advisory lists, publications, and promotions on the library's Web site.
- SA11: The library shall provide regular free programs serving informational, recreational, cultural, and educational needs.
- SA12: The library's public access computer workstations shall be available with an average wait of no more than:

Quality Level	Average Wait time
A	30 minutes
AA	20 minutes
AAA	10 minutes

- SA13: Returned materials shall be shelved within twenty-four hours of return (except for closed days) to assure ongoing access by patrons.
- SA14: The Library shall provide photocopier(s) and printer(s) for public use. The library may charge for the services, depending on local policies.

SA15: Library staff members shall be involved in regional/statewide efforts for development and enhancement of resource sharing and interlibrary cooperation.

Services Level AA

SAA1: The library shall comply with all standards of Level A.

SAA2: The library shall provide up-to-date technological applications to the public including computer applications and emerging technologies.

SAA3: The library shall provide outreach services to special populations, such as those who speak languages other than English; early childhood care providers, schools, literacy teachers, health centers, senior residents, and social service agencies.

SAA4: The library shall periodically conduct a customer service survey.

SAA5: New technologies shall be incorporated into library programs and services as appropriate.

Services Level AAA

SAAA1: The library shall comply with all standards of Levels A and AA.

SAAA2: When the library serves large populations that speak languages other than English, the library shall have signage, publications, and staff members designed to help non-English speakers use the library.

SAAA3: The library shall provide access to information on the holdings of other libraries.

Information Services

The library reference staff serves as the link between users and resources. A reference transaction is any request for information: in person; by electronic means including e-mail, chat, text message; by mail; or by phone from a user of any age, regardless of the purpose of the request that requires the use of library materials or the professional judgment of the librarian answering the question. To support this activity, a library sustains a staff and collection of materials that reflect the assessed needs of the community. It is the responsibility of a library to identify the needs and to monitor the effectiveness of its reference resources and services to aid in the continuing planning process.

Information Service Level A

- IA1: The library shall provide in-person information services by qualified staff members during all hours open to the public. Information services include reference, readers' advisory lists, and assistance with access to electronic information for users of all ages.
- IA2: The library shall have policies/guidelines covering the provision of information services.
- IA3: These policies and guidelines shall be a reflection of chosen service responses, roles, or other elements of the library's five-year/long-range plan.
- IA4: Information provided to users in response to their queries shall be accurate and shall be derived from sources that meet professional standards of authority and timeliness.
- IA5: The library shall provide remote information services through telephone and e-mail.

Information Services Level AA

- IAA1: The library shall comply with all standards of Level A.
- IAA2: The library shall provide remote information services through telephone, e-mail, online chat, and IM (instant messaging).
- IAA3: The library shall support patron training in the use of technologies necessary to access electronic resources.

IAA4: The library shall make available bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue.

Information Services Level AAA

IAAA1: The library shall comply with all standards of Levels A and AA.

IAAA2: The library shall provide remote information services through telephone, e-mail, online chat, IM, text messaging, and other appropriate emerging technologies.

IAAA3: The library shall support patron training in the use of technologies necessary to access electronic resources, including training for persons with disabilities.

IAAA4: The library shall make available bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue.

IAAA5: The library shall make user guides available in alternate formats, as appropriate.

Programs

Library programs are planned to fulfill the goals of the library as defined in its mission statement. Programs publicize the library, introduce special groups to the library materials and services, and provide information and recreation. Activities are intended to bring the library's materials' collection to the attention of the public. The use of the library's material resources can enhance people's pleasure in, and understanding of, the programs.

Each library should provide appropriate adult, young adult, and children's programs, keeping in mind the needs of the community and its resources. Children's programs, especially those for the preschool child, are important in providing the child contact with the library, thus establishing the foundation for lifelong library use. Programs for teens should help them find resources that deal effectively with the intellectual, emotional, and social changes they are experiencing. These programs should foster their interest in the library by helping them bridge the gap between the children's materials and the adult materials.

Programs Level A

PA1: Libraries shall provide programs that are designed for people of all ages to meet the needs and interest of the various groups of people in the community.

PA2: The library shall provide educational, cultural, and recreational programs in a variety of formats.

PA3: The library shall provide year-round programs for a primary target audience.

PA4: The library shall strive for the following attendance per capita.

Quality Level	Program Attendance Per Capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
A	.25	.20	.15	.15

PA5: The library shall have written policies defining the scope of library programs in concert with its five-year/long-range plans.

PA6: The library shall have adequate funding in its annual budget for program materials and program staffing, typically charging no fees for programs.

- PA7: The library shall plan programs to be held at various times of the day to meet community needs that may include morning, afternoon, evening, and weekend hours.
- PA8: The library shall provide programs that are in physically accessible locations for children, teens, and adults.
- PA9: The library shall provide reasonable accommodations to enable persons with disabilities to participate in programs.
- PA10: The library shall advertise the availability of accommodations in program notices/publicity.
- PA11: The library shall use standard methods of review/evaluation such as collection of attendance statistics to measure the effectiveness of the programs.
- PA12: The library shall have procedures for handling complaints about library programming and shall address any concerns in a timely manner.

Programs Level AA

- PAA1: The library shall comply with all standards of Level A.
- PAA2: The library shall provide year-round programs for the primary target audience plus the addition of regularly scheduled programs for one additional target audience.
- PAA3: The library shall strive for the following attendance per capita.

Quality Level	Program Attendance Per Capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AA	.30	.25	.20	.20

- PAA4: Periodically, the library shall revise its programming policies and procedures to meet the mission, goals, and objectives of the library.
- PAA5: The library shall cooperate with area libraries to extend the availability of programs to all residents.
- PAA6: Where appropriate the library shall plan programs in partnership/ collaboration with other educational/community organizations including schools, homeschoolers, literacy groups, or service clubs.

PAA7: The library shall prepare informational and promotional materials such as program brochures, Web announcements, local cable, flyers, news releases, or e-newsletters.

PAA8: In addition to collecting attendance statistics, the library shall measure the effectiveness of its programs by surveying participants to determine customer satisfaction.

Programs Level AAA

PAAA1: The library shall comply with all standards of Levels A and AA.

PAAA2: The library shall provide regularly scheduled programs for two or more additional target audiences.

PAAA3: The library shall strive for the following attendance per capita.

Quality Level	Program Attendance Per Capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AAA	Meets enhanced level with no waiting lists based on library policy.			

PAAA4: The library shall collaborate with other community agencies to enhance programs.

PAAA5: The library shall use technology to provide greater access to programs such as community TV, or podcasting.

PAAA6: The library shall identify other community agencies that are serving special populations and work with these agencies in planning and implementing service to special populations.

Services to Targeted Groups

Targeted groups include particular ages, socioeconomic or geographic groups, cultures, or educational levels that the library is seeking to serve in both general library activities and specific services. Identification of the targeted groups and services shall be part of the long-range plan and shall rely on community needs analysis.

Services to Targeted Groups Level A

- TGA1: The library shall develop and offer programs and services to meet the diverse needs of individual constituencies.
- TGA2: The library shall provide space for infants, preschool, and elementary school-aged children that includes materials, computers, adult and child seating, and programs.
- TGA3: The library shall have a staff member who is responsible for planning and delivering children's services.
- TGA4: The children's collection and services shall be coordinated with schools and other agencies serving children in the library's service area.
- TGA5: The library shall provide separate space for teenagers to gather and study that has materials, computers, and seating.
- TGA6: The library's collection shall include an adequate number of materials in formats that allow seniors to continue to enjoy books and reading.
- TGA7: The library shall promote the national Talking Book Service and assist eligible users in receiving service.

Services to Targeted Groups Level AA

- TGAA1: The library shall comply with all standards of Level A.
- TGAA2: Some of the programs for children shall be provided in the evening and on weekends.
- TGAA3: Teens shall participate in the library's planning of services targeted to their age group.
- TGAA4: Seniors shall be involved in planning services for their age group.

TGAA5: The library shall provide literacy and English–language-related services at a level appropriate to its mission and goals, and shall allow one-on-one tutoring in its public spaces.

TGAA6: Outreach services shall be provided to individuals and groups that cannot visit library facilities.

Services to Targeted Groups Level AAA

TGAAA1: The library shall comply with all standards of Levels A and AA.

TGAAA2: Adaptive devices for enlarging print and enhancing sound shall be available in the library for use by patrons.

TGAAA3: Library staff members working with seniors shall be trained in the provision of such services.

TGAAA4: The library shall have a formal relationship with adult and children’s literacy and English-as-a-Second-Language providers in the service area.

Glossary of Library Terms and Acronyms

AACRII: Anglo-American Cataloguing Rules, used as a standard for cataloging procedures and decisions in most libraries and revised periodically.

Acceptable Internet Use Policy: Local public library policy that governs users of the library's Internet access.

Access: The availability of library and information services to any personal user. Access is complicated by such things as architectural barriers, illiteracy, and inadequate physical plants.

Accredited Library School: A school teaching library and information science at the master's degree level that has qualified for accreditation under requirements of the American Library Association.

Acquisitions: The process of selecting and procuring books, periodicals, and other materials by purchase, exchange, and gift; of processing invoices for payment; and of keeping the necessary records of these acquired items.

ADA: Americans with Disabilities Act, a comprehensive and complex act of Congress passed in 1990. The act is intended to eliminate discrimination against the disabled. Title III deals with access to public accommodations including libraries. ADA also deals with employment practices.

ALA: American Library Association, the national professional organization.

ALTAFF: Association for Library Trustees, Advocates, Friends, and Foundations, a division of ALA.

Automation: Application of computers and other technology to library operations and services.

A-V: Audiovisual. Communication resources that rely on a device for transmission, reproduction, or enlargement to be fully utilized (e.g., films, records, cassettes, compact discs). Print and print substitutes are excluded.

Bar Code: Vertical bar patterns representing numbers or letters that can be read by electronic hardware and software. Used for inventory control, tracking, and identification of materials. Also used in library circulation systems for checking out materials to patrons.

Bibliographic Control: The uniform identification of items of recorded information in various media and the availability of a mechanism for gaining subsequent access to such information.

Bibliographic Instruction: The process whereby library staff members teach users to develop independent skills in using the library and to gain access to information. Activities include tours and orientation to the library's services, arrangement, and materials; instruction in using the catalog and reference tools; and instruction in using technology.

Bibliography: A complete or selected list of print or non-print materials on a particular subject or by a particular author.

Board of Trustees: The governing or advisory board of a public library. Also known as a Library Board.

Bookmobile: Usually a van, bus, or station wagon filled with a collection of library materials that are used in areas where there are no libraries or limited library facilities.

Branch Library: An auxiliary unit of the Administrative Entity that has at least all of the following: 1) separate quarters; 2) an organized collection; 3) paid staff; 4) regularly scheduled hours for being open to the public; and 5) open to the public at least 20 hours per week, with a telephone having a listed number. *Outlets that do not meet these requirements are considered a Station Library.*

Call Number: Letters and numbers indicating the location of a book or other material, usually composed of the classification number and the author's last initial.

Catalog: A guide to the materials found in the library, usually accessed by a personal computer.

Cataloging: The process of preparing a catalog or entries for a catalog. This includes the classification and assignment of subject headings for books and materials and determining all points of access to the record.

CE: Continuing Education.

Censorship: The act of attempting to prohibit or restrict access to materials or information.

Central or Main Library: Headquarters of a city, county, or regional system.

Centralized Cataloging: The preparation of catalog records for libraries at diverse locations by a central department or agency.

Certification: The process whereby the holder of a master's degree from an ALA-accredited graduate school of library science is issued a certificate to practice as a professional librarian in the commonwealth of Virginia. The Library Board is the authorized agency for the certification of librarians in Virginia.

Chat: See online chat.

Circulation: The activity of a library in lending books and other materials to borrowers and keeping a record of such loans.

Classification: A systematic scheme for the arrangement of books and other material according to subject or form. The two most common systems in use in the United States are the Dewey Decimal and the Library of Congress classifications.

Code of Virginia: The collected laws of the Commonwealth.

Collection: A group of library materials having a common characteristic, such as Juvenile Collection, Reference Collection, Pamphlet Collection, etc. The term may also refer to the aggregate of the library's entire holdings.

Collection Development: The process for selecting library materials to meet a library's needs, goals, objectives, and priorities, as well as developing criteria for removing items no longer needed for the collection.

Confidential Record: Records prohibited from public disclosure because access to information may cause harm or embarrassment to the state, its citizens, or other individuals or organizations. Includes information exempt from disclosure under the provisions of the Freedom of Information Act (FOIA), proprietary information, protected business data, and other information as outlined in agency or locality policies, directives, or regulations.

Consortium: A formal or informal association of libraries or other organizations having the same or interrelated objectives.

Copyright: A legal way to protect ownership of a creative work by the artist, writer, or photographer who made it. Provides the copyright owner the exclusive right to authorize reproduction or other uses of the work for a specific period of time.

CREW: Continuous review, evaluation and weeding.

Data: A term for facts, numbers, letters, or symbols describing an object, idea, situation, etc.

Database: A large compilation of information that can be immediately accessed and operated on by a computer data-processing system. Any organized collection of data, gathered and stored in a computer.

Disaster Plan: A document that outlines a systematic and planned response to safeguard records and other materials from potential disasters (floods, fires, earthquakes, etc.). Identifies most valuable and vulnerable parts of collection and provides method for removal and recovery of materials. Disaster planning is the physical act of gathering information, identifying resources, outlining resources, outlining responsibilities, and formulating plans in response to possible disasters.

Distance Education: Conducting educational activities across geographical space where the teacher and students are not in the same location. Can be delivered via television, correspondence, radio, Internet, etc. Emphasis is on increasing opportunities by overcoming barriers of geography, personal or work commitments, and conventional course structures.

Document Delivery: The provision of a required item to a user. Originally the physical supply of a book or journal. Now also includes delivery by photocopy, fax, E-mail, and other electronic means.

Electronic Database: Any database accessed through a computer.

Fair Use: Provision of the copyright law stipulating the allowable and legal use of short passages of copyrighted material without permission, for instance, as quotations in a magazine or book.

Find It Virginia: Find It Virginia is part of the Infopowering the Commonwealth initiative, a cooperative project of the Library of Virginia and Virginia's public libraries, which is designed to promote and support public access computing, Internet connectivity, and high quality information resources in all Virginia public libraries. All the residents of the commonwealth can find magazine and newspaper articles, encyclopedias and other reference works, TV and radio transcripts, company information and investment reports, health and wellness information, and homework help, plus photographs, charts, maps, diagrams, and illustrations.

FirstSearch: Collection of resources available to the staff of public libraries including World Cat (catalog of holdings of a number of libraries worldwide), Books In Print, and some very specialized research databases.

Five-Year Plan: A long-range plan for library improvement.

FOIA: Freedom of Information Act for Virginia—State law requiring that public records be open for inspection by interested parties (see **§2.2-3700** of the *Code of Virginia*). Exempt records are those that have been exempted from public disclosure under the provisions of the Freedom of Information Act.

FOLUSA: Formerly Friends of Libraries-USA; now part of the Association for Library Trustees, Advocates, Friends and Foundations, a division of ALA (ALTAFF).

FTE: Full-time equivalent.

Full Funding For Public Libraries: The amount of money authorized by state law for support of public libraries.

FY: Fiscal Year.

Goal: A general aim or direction developed in response to a library’s mission that is qualitative and abstract, long-term in nature, and convertible into manageable, measurable objectives.

Governing Body: The board or council that governs a local government unit.

Government Document: Any publication originating in, or issued with the imprint of, or at the expense and by the authority of, any office of a legally organized governmental organization.

Governing Library Board: The appointed citizens responsible for the “management and control” of the public library. *Code of Virginia §42.1-35*.

IM (instant Messaging): Real time, text-based conversation via a computer.

Infopowering the Commonwealth: House Joint Resolution No. 444 of the 1997 General Assembly Session directed the Library of Virginia to develop a strategic plan for Virginia public libraries. Infopowering the Commonwealth is that plan.

Intellectual Freedom: The ability to pursue any idea or expression to its limits. Freedom of inquiry.

Interlibrary Cooperation: Two or more libraries agree to share library materials, staff, or facilities in an attempt to improve each individual library’s services.

ILL: Interlibrary loan—a cooperative arrangement among libraries by which one library may borrow materials from another library. Also refers to a loan of library materials by one library to another.

ISBN: International Standard Book Number—a unique reference number assigned to each book by the Library of Congress, which is used for cataloging and procuring materials.

Jobber: A company that sell products from many producers and publishers.

Keyword: A significant word in a database entry that can be used to recall the entry on demand.

LAN: Local Area Network—a network that operates within a limited geographic area, typically within a building or group of buildings.

LC: Library of Congress.

LJ: *Library Journal*, a trade publication for all interested in libraries.

LSTA: Library Services and Technology Act, enacted in 1996 as the successor to the Library Services and Construction Act. The title of federal legislation under which Congress appropriates money for library use. Its primary focus is to improve library services through technology, to encourage sharing resources, and to target library and information services to underserved people.

LVA: Library of Virginia.

Library Board: The governing or advisory board of a public library. Also known as a Board of Trustees.

MARC: Machine-Readable Cataloging. A standard format for computer data about library materials, originated by the Library of Congress. MARC records facilitate information sharing and reduce the need for individual libraries to prepare original cataloging for common acquisitions.

Microform: Greatly reduced images of a printed page copied onto photographic film, which can be enlarged for reading on special projection machines. Microforms are used to conserve space and deter pilferage.

Microfiche: Refers to sheet film.

Microfilm: Refers to roll film.

Mission: Overall or basic purpose, the primary reason for existence. A mission statement is generally expressed in abstract terms and communicates the library's purpose to internal and external constituencies. The statement should explain what the library does, differentiate it from other organizations, and provide guidance for related subsequent planning activities such as the development of goals, objectives, and strategies.

MLS: Master's Degree in Library Science. The graduate professional degree in library science. Also called MSLS, MSLIS, and MALS.

NCLIS: National Commission of Library and Information Science.

NEH: National Endowment for the Humanities.

NLW: National Library Week. Sponsored by the American Library Association annually in April.

Non-resident: A person who resides outside the taxing area of a public library.

Objective: A specific expected outcome as a result of certain actions. Usually stated in terms of what is to be done for or by whom, in what length of time, and to what standard of performance.

Online Chat: A conversation via computer, usually by script.

OPAC: Online Public Access Catalog—an automated library catalog directly available to users. The OPAC contains the library's catalog of bibliographic records and usually provides a variety of other features and information such as circulation status and periodical check-in records. The OPAC often provides access to other online resources and services made available to users by the library.

Output Measure: The result of the collection, analysis, and organization of objective, quantitative data.

Outreach: Programs and activities that extend beyond the library building. Examples include service to nursing homes, as well as to jails and other correctional facilities; bookmobile service and books-by-mail service to geographically remote areas; and service to the homebound.

PAC: Public Access Catalog—an electronic "card catalog" for the public.

Periodical: Magazine, newspaper, or other material normally issued at regular intervals. Each issue is numbered consecutively and/or dated.

PLA: Public Library Association, a division of the American Library Association.

Privacy-Protected Act of 1976: State law governing the collection, maintenance, use, and dissemination of personal information (**§2.2-3800** of the *Code of Virginia*).

Privacy-Protected Records: Records containing personal information that are protected from improper disclosure by the Privacy Protection Act.

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

Public Library: A library supported mainly by local taxes and open to all users.

Public Records Act, Virginia: State law governing the procedures used to manage and preserve public records of the Commonwealth, its agencies, and localities (see §42.1-76 of the *Code of Virginia*).

Ready Reference: A part of reference service concerned with questions of a factual nature that can be answered quickly, often from dictionaries, almanacs, directories, and other standard sources.

Realia: Art objects, games, paintings, toys, and similar items circulated by some libraries.

Reciprocal Borrowing: An arrangement by which a person registered at one library may borrow books and other library materials in person from another library.

Reference Service: A library's activity in seeking to locate and supply specific information requested by library users and in assisting patrons to use the resources of the library.

Regional Library: A public library serving more than one political subdivision.

Retrospective Conversion: The conversion of previously cataloged library materials to machine-readable (computer) form.

RFID: Radio-frequency identification is a generic term for a technology that uses radio waves to identify specific objects. It is similar in theory to bar codes identifiers. Some library systems use RFID for tracking circulation.

RFP: Request for Proposal—A document requesting potential suppliers to submit proposals to sell goods or services at a proposed price. Also called a request for bid. Usually the RFP contains detailed specifications of the goods or services wanted.

SCHEV: State Council of Higher Education in Virginia.

SELA: Southeastern Library Association.

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

Serial: An item that is published in successive parts and intended by the producer to continue indefinitely. Can be issued at predictable or irregular intervals and usually carries numerical or chronological designations.

Server: A computer system that provides services such as electronic mail routing, database sharing, or file transfer to local or remote users.

Sinking Fund: A fund established for the purpose of defraying the costs of acquiring large expenditure items, such as bookmobiles.

SOLINET: Southeastern Library Network. Includes more than 770 libraries in 10 southeastern states. Offers OCLC services, continuing education, consulting, and discounts on library products for member libraries.

Standards for Libraries: Guidelines or criteria developed at state and national levels suggesting or requiring certain minima deemed essential for proper operation of libraries.

State Aid: An item of state expenditure for strengthening and improving public libraries.

State Library Agency: In Virginia, the Library of Virginia—the library agency of the Commonwealth, the archival agency of the Commonwealth, and the reference library at the seat of government. This agency is also charged by law to give direction and assistance to all public and institutional libraries.

Strategies: Specific means or activities by which objectives are accomplished.

Summer Reading Program: Special programs and materials offered to children by public libraries during the summer to promote reading and use of the library.

Technical Services: Those services connected with purchasing, cataloging, binding, and preparing for library use materials added to a collection, and maintaining the collection with necessary repairs and renovation of all library materials.

Telecommunications: Transmission and reception of data by electromagnetic means.

Union Catalog: A catalog listing the holdings of two or more libraries, generally established through cooperative effort; used especially for interlibrary loans.

VEMA: Virginia Educational Media Association.

Vendor: A commercial or institutional distributor of products, a book wholesaler, or an owner of a computer database to which a library may subscribe.

Virginia Administrative Code: The collected regulations of Virginia state agencies.

Vertical File: A collection of pamphlets, clippings, and/or pictures kept in a filing cabinet and arranged for ready reference, generally by subject. Also called Pamphlet File or Information File.

VIVA: Virtual Library of Virginia. VIVA's mission is to provide, in an equitable, cooperative, and cost-effective manner, enhanced access to library and information resources for the commonwealth of Virginia's nonprofit academic libraries serving the higher education community.

VLA: Virginia Library Association.

VPLDA: Virginia Public Library Directors Association.

WAN: Wide Area Network. Any Internet or network that covers an area larger than a single building or campus.

Weeding: The process of examining books, pamphlets, and various other materials and removing from the current collection those items that are out-of-date, obsolete, shabby, or unneeded duplicates.

***Selected Virginia
Library Laws***

Selected Laws Governing the Library of Virginia

§42.1-1. The Library of Virginia. – The Library of Virginia is hereby declared an educational institution and an institution of learning. The Library of Virginia shall be the library agency of the Commonwealth, the archival agency of the Commonwealth, and the reference library at the seat of government. It shall have the following powers and duties:

(1) [Repealed.]

(2) To accept gifts, bequests and endowments for the purposes which fall within the general legal powers and duties of The Library of Virginia. Unless otherwise specified by the donor or legator, the Library may either expend both the principal and interest of any gift or bequest or may invest such sums as the Board deems advisable, with the consent of the State Treasurer, in securities in which sinking funds may be invested. The Library shall be deemed to be an institution of higher education within the meaning of § 23-9.2;

(3) To purchase and maintain a general collection of books, periodicals, newspapers, maps, films, audiovisual materials and other materials for the use of the people of the Commonwealth as a means for the promotion of knowledge within the Commonwealth. The scope of the Library's collections shall be determined by the Library Board on recommendation of the Librarian of Virginia, and, in making these decisions, the Board and Librarian of Virginia shall take into account the book collections of public libraries and college and university libraries throughout the Commonwealth and the availability of such collections to the general public. The Board shall make available for circulation to libraries or to the public such of its materials as it deems advisable;

(4) To give assistance, advice and counsel to other agencies of the Commonwealth maintaining libraries and special reference collections as to the best means of establishing and administering such libraries and collections. It may establish in The Library of Virginia a union catalogue of all books, pamphlets and other materials owned and used for reference purposes by all other agencies of the Commonwealth and of all books, pamphlets and other materials maintained by libraries in the Commonwealth which are of interest to the people of the whole Commonwealth;

(5) To fix reasonable penalties for damage to or failure to return any book, periodical or other material owned by the Library, or for violation of any rule or regulation concerning the use of books, periodicals, and other materials in custody of the Library;

(6) To give direction, assistance and counsel to all libraries in the Commonwealth, to all communities which may propose to establish libraries, and to all persons interested in public libraries, as to means of establishment and administration of such libraries, selection of books, retrieval systems, cataloguing, maintenance, and other details of library management, and to conduct such inspections as are necessary;

(7) To engage in such activities in aid of city, county, town, regional and other public libraries as will serve to develop the library system of the Commonwealth;

(8) To administer and distribute state and federal library funds in accordance with law and its own regulations to the city, county, town and regional libraries of the Commonwealth; and

(9) To enter into contracts with other states or regions or districts for the purpose of providing cooperative library services.

Wherever in this title and the Code of Virginia the terms "State Library" or "Library" appear, they shall mean The Library of Virginia. (Code 1950, § 42-33; 1970, c. 606; 1984, cc. 389, 734; 1986, c. 565; 1987, c. 458; 1994, c. 64; 1998, c. 427.)

§42.1-2. The Library of Virginia under direction of Library Board; membership; chairman and vice-chairman; committees and advisory bodies. – The Library of Virginia shall be directed by a board, consisting of fifteen members, to be appointed by the Governor, which shall be and remain a corporation under the style of "The Library Board," sometimes in this chapter called the Board. Prior to such appointments the Board may submit to the Governor lists of candidates based upon interest and knowledge, geographic representation, participation in community affairs, and concern for the welfare of the Commonwealth. In no case shall the Governor be bound to make any appointment from among the nominees of the Board. The Board shall meet and organize by electing from its number a chairman and vice-chairman. It shall have the power to appoint such committees and advisory bodies as it deems advisable. (Code 1950, § 42-34; 1968, c. 122; 1970, c. 606; 1986, c. 565; 1987, c. 458; 1994, c. 64.)

§42.1-13 Appointment; terms of office; employment; duties. – The Board shall appoint a librarian, to be known as the Librarian of Virginia, who shall serve at the pleasure of the Board. The Librarian of Virginia shall appoint principal assistants and approve the appointment of other employees. The terms of office and employment of such assistants and employees shall be subject to the personnel regulations of the Commonwealth.

The Librarian of Virginia shall supervise the administration of The Library of Virginia. The Librarian of Virginia shall make requests for appropriations of necessary funds and approve all expenditures of Library funds. Such expenditures shall be made as provided by law. (Code 1950, § 42-48; 1970, c. 606; 1984, c. 444; 1985, c. 397; 1986, c. 565; 1994, c. 64; 1996, c. 812; 1998, c. 427.)

Certification Law

§42.1-15.1. Qualifications required to hold professional librarian position. – Public libraries serving a political subdivision or subdivisions having a population greater than 13,000 and libraries operated by the Commonwealth or under its authority shall not employ, in the position of librarian or in any other full-time professional librarian position, a person who does not meet the qualifications established by the State Library Board.

A professional librarian position as used in this section is one that requires a knowledge of books and of library technique equivalent to that required for graduation from any accredited library school or one that requires graduation from a school of library science accredited by the American Library Association.

No funds derived from any state aid shall be paid to any person whose employment does not comply with this section.

This section shall not apply to law libraries organized pursuant to Chapter 4 (§ 42.1-60 et seq.) of this title, libraries in colleges and universities or to public school libraries. (1988, c. 716; 2004, c. 559)

Laws Governing the Establishment of Public Libraries in Virginia

§42.1-33. Power of local government to establish and support libraries. - The governing body of any city, county or town shall have the power to establish a free public library for the use and benefit of its residents. The governing body shall provide sufficient support for the operation of the library by levying a tax therefore, either by special levy or as a fund of the general levy of the city, county or town. The word "support" as used in this chapter shall include but is not limited to, purchase of land for library buildings, purchase or erection of buildings for library purposes, purchase of library books, materials and equipment, compensation of library personnel, and all maintenance expenses for library property and equipment. Funds appropriated or contributed for public library purposes shall constitute a separate fund and shall not be used for any but public library purposes.

§42.1-34. Power of local governments to contract for library service. - Any city, town or county shall have the power to enter into contracts with adjacent cities, counties, towns, or state-supported institutions of higher learning to receive or to provide library service on such terms and conditions as shall be mutually acceptable, or they may contract for a library service with a library not owned by a public corporation but maintained for free public use. The board of trustees of a free public library may enter into contracts with county, city or town school boards and boards of school trustees to provide library service for schools. Any city or county governing body contracting for library service shall, as a part of such contract, have the power to appoint at least one member to the board of trustees or other

governing body of the library contracting to provide such service. Any city or county thus contracting for library service shall be entitled to the rights and benefits of regional free library systems established in accordance with the provisions of 42.1-37. The board of trustees or other governing body of any library established under the provisions of 42.1-33 may also, with the approval of and on terms satisfactory to the State Library Board, extend its services to persons in adjacent areas of other states.

§42.1-35. Library boards generally. - The management and control of a free public library system shall be vested in a board of not less than five members or trustees. They shall be appointed by the governing body, chosen from the citizens at large with reference to their fitness for such office. However, one board member or trustee may be a member or an employee of the local governing body. Initially members may be appointed as follows: one member for a term of one year, one member for a term of two years, one member for a term of three years, and the remaining members for terms of four years; thereafter all members shall be appointed for terms of four years. The governing body of any county or city entitled to representation on a library board of a library system of another jurisdiction pursuant to 42.1-34 shall appoint a member to serve for a term of four years, or until the contract is terminated, whichever is shorter. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members of the board are regularly chosen. A member shall not receive a salary or other compensation for services as a member but necessary expenses actually incurred shall be paid from the library fund. However, the governing body of Fairfax County may pay members of its library board such compensation as it may deem proper. A member of a library board may be removed for misconduct or neglect of duty by the governing body making the appointment. The members shall adopt such bylaws, rules and regulations for their own guidance and for the government of the free public library system as may be expedient. They shall have control of the expenditures of all moneys credited to the library fund. The board shall have the right to accept donations and bequests of money, personal property, or real estate for the establishment and maintenance of such free public library systems or endowments for same.

§42.1-36. Boards not mandatory. - The formation, creation or continued existence of boards shall in no wise be considered or construed in any manner as mandatory upon any city or town with a manager, or upon any county with a county manager, county executive, urban county manager or urban county executive form of government, or the Counties of Chesterfield and Shenandoah, by virtue of this chapter.

§42.1-36.1. Power and duty of library boards and certain governing bodies regarding acceptable Internet use policies.

A. On or before December 1, 1999, and biennially thereafter, (i) every library board established pursuant to 42.1-35 or (ii) the governing body of any county, city, or town which, pursuant to 42.1-36, has not established a library board pursuant to 42.1-35, shall file with the Librarian of Virginia an acceptable use policy for the international network of computer systems commonly known as the Internet. At a minimum, the policy shall contain provisions which (i) are designed to prohibit use by library employees and patrons of the library's computer equipment and communications services for sending, receiving, viewing, or downloading illegal material via the Internet, (ii) seek to prevent access by library patrons under the age of eighteen to material which is harmful to juveniles, and (iii) establish appropriate measures to be taken against persons who violate the policy. The library board or the governing body may include such other terms, conditions, and requirements in the library's policy as it deems appropriate, such as requiring written parental authorization for Internet use by juveniles or differentiating acceptable uses between elementary, middle, and high school students.

B. The library board or the governing body shall take such steps as it deems appropriate to implement and enforce the library's policy which may include, but are not limited to, (i) the use of software programs designed to block access by (a) library employees and patrons to illegal material or (b) library patrons under the age of eighteen to material which is harmful to juveniles or (c) both; (ii) charging library employees to casually monitor patrons' Internet use; or (iii) installing privacy screens on computers which access the Internet.

C. On or before December 1, 2000, and biennially thereafter, the Librarian of Virginia shall submit a report to the Chairmen of the House Committee on Education, the House Committee on Science and Technology, and the Senate Committee on Education and Health which summarizes the acceptable use policies filed with the Librarian pursuant to this section and the status thereof.

§42.1-37. Establishment of regional library system. - Two or more political subdivisions (counties or cities), by action of their governing bodies, may join in establishing and maintaining a regional free library system under the terms of a contract between such political subdivisions; provided, that in the case of established county or city free library systems, the library boards shall agree to such action.

§42.1-38. Agreements to create regional boards. - Two or more political subdivisions (counties or cities) which have qualified for participation in the state's regional library program, have been recognized as a region by the State Library Board, and have made the minimum local appropriation of funds as may now or hereafter be recommended by the Board, are hereby empowered and authorized to

execute contracts with each other to create a regional library board to administer and control the regional library services within the region. Each jurisdiction shall, as a part of such contract, have the power to appoint at least one member to the regional library board.

§42.1-39. Regional library boards generally. - The members of the Board of a regional library system shall be appointed by the respective governing bodies represented. If the board of the regional library system is composed of two or more members from each county, city and town that is a part thereof, then each governing body represented on the board may appoint a member or an employee of the governing body to the board. Such members shall in the beginning draw lots for expiration of terms, to provide for staggered terms of office, and thereafter the appointment shall be for a term of four years. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members are regularly chosen. No appointive member shall be eligible to serve more than two successive terms. A member shall not receive a salary or other compensation for services as member, but necessary expenses actually incurred shall be paid from the library fund. A regional board member may be removed for misconduct or neglect of duty by the governing body making the appointment. The board members shall elect officers and adopt such bylaws, rules and regulations for their own guidance and for the government of the regional free library system as may be expedient. They shall have control of the expenditure of all moneys credited to the regional free library fund. The regional board shall have the right to accept donations and bequests of money, personal property, or real estate for the establishment and maintenance of such regional free library system or endowments for same.

§42.1-40. Powers of regional library board. - The regional library board shall have authority to execute contracts with the State Library Board, with the library boards of the respective jurisdictions, and any and all other agencies for the purpose of administering a public library service within the region, including contracts concerning allocation and expenditure of funds, to the same extent as the library board of any one of the jurisdictions which are parties to the agreement would be so authorized. In addition, to effectuate the purposes of this chapter, a regional library board is empowered to sell the surplus assets, including real estate, of the said regional library board if the net proceeds therefrom are used for public library services within the region.

§42.1-41. Funds and expenses of regional library system. - The expenses of the regional library system shall be apportioned among the participating political subdivisions on such basis as shall be agreed upon in the contract. The treasurer of the regional library board shall have the custody of the funds of the regional free library system; and the treasurers or other financial officers of the participating jurisdictions shall transfer quarterly to him all moneys collected or appropriated for this purpose in their respective jurisdictions. Such funds shall be expended only for the library service for which the county or city

contracted and for no other purpose. The regional library board shall furnish a detailed report of receipts and disbursements of all funds at the regular meeting of the governing body of every participating jurisdiction after the close of the state's fiscal year. It shall make a similar report to the Library of Virginia. The treasurer of the board shall be bonded for an amount to be determined by the board. The board may authorize the treasurer to pay bond premiums from state aid library funds.

§42.1-42. Withdrawal from regional library system. - No county or city participating in a regional library system shall withdraw therefrom without two years' notice to the other participating counties and cities without the consent of such other participating political subdivisions.

§42.1-43. Appropriation for free library or library service conducted by company, society or organization. - The governing body of any county, city or town in which no free public library system as provided in this chapter shall have been established, may, in its discretion, appropriate such sums of money as to it seems proper for the support and maintenance of any free library or library service operated and conducted in such county, city or town by a company, society or association organized under the provisions of 13.1-801 through 13.1-980.

§42.1-44. Cooperative library system for Henrico and Chesterfield Counties and City of Richmond. - Notwithstanding the repeal of Title 42 of the Code of Virginia, 42-12.1 to 42-12.5 of Chapter 2.1 of former Title 42 are continued in effect and are incorporated into this title by reference.

§42.1-45. Transfer of properties, etc. of public free library to governing body of city in which it is situated. - The board of directors or trustees of any public free library established pursuant to Chapter 13, Acts of Assembly, 1924, approved February 13, 1924, may lease, convey, or transfer any interest to its properties, real or personal, to the governing body of the political subdivision in which such library be situated in order that such library may become a part of the public library system of such city, subject to such restrictions and conditions as may be agreed to by such board of directors or trustees and such governing body.

Laws Governing Grants-in-aid to Public Libraries

§42.1-46. Library policy of the Commonwealth. - It is hereby declared to be the policy of the Commonwealth, as a part of its provision for public education, to promote the establishment and development of public library service throughout its various political subdivisions.

§42.1-47. Grants for development of library service. - In order to provide State aid in the development of public library service throughout the State, the Library Board, in this chapter sometimes called the Board, shall grant from such appropriations as are made for this purpose funds to provide library service.

§42.1-48. Grants to improve standards. - In order to encourage the maintenance and development of proper standards, including personnel standards, and the combination of libraries or library systems into larger and more economical units of service, grants of state aid from funds available shall be made by the Board to any free public library or library system which qualifies under the standards set by the Board. The grants to each qualifying library or system in each fiscal year shall be as follows:

(a) Forty cents of state aid for every dollar expended, or to be expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating or participating in the library or system. The grant to any county or city shall not exceed \$250,000;

(b) A per capita grant based on the population of the area served and the number of participating counties or cities: Thirty cents per capita for the first 600,000 persons to a library or system serving one city or county, and an additional ten cents per capita for the first 600,000 persons for each additional city or county served. Libraries or systems serving a population in excess of 600,000 shall receive ten cents per capita for the excess; and

(c) A grant of ten dollars per square mile of area served to every library or library system, and an additional grant of twenty dollars per square mile of area served to every library system serving more than one city or county.

The Board may establish procedures for the review and timely adjustment of such grants when the political subdivision or subdivisions operating such library or library system are affected by annexation.

§42.1-49. Grants to municipal libraries. - Every qualifying municipal library serving an area containing less than 5,000 population shall receive its proper share, but not less than \$400.

§42.1-50. Limitation of grants; proration of funds. - The total amount of grants under 42.1-48 and 42.1-49 shall not exceed the amount expended, exclusive of state and federal aid, by the political subdivision or subdivisions operating the library. If the state appropriations provided for grants under 42.1-48 and 42.1-49

are not sufficient to meet approved applications, the Library Board shall prorate the available funds in such manner that each application shall receive its proportionate share of each type of grant. Applications must be received prior to June one of each calendar year.

§42.1-51. Obligations of libraries and systems receiving aid. - The obligations of the various library systems and libraries receiving state aid, shall consist of establishing and maintaining an organization as approved by the Board, provided that personnel standards of such library systems and libraries shall conform to the provisions of 42.-15.1. All books and bookmobiles purchased with state aid funds shall, if the Board so determines, become the property of the Library of Virginia in the case of any library system or library which does not meet its obligations as determined by the Board.

§42.1-52. Standards of eligibility for aid; reports on operation of libraries; supervision of services. - The Board shall establish standards under which library systems and libraries shall be eligible for state aid and may require reports on the operation of all libraries receiving state aid.

As long as funds are available, grants shall be made to the various libraries, library systems or contracting libraries applying for state aid in the order in which they meet the standards established by the Board.

In the event that any library meets the standards of the State Library Board but is unable to conform to 42.1-15 relating to the employment of qualified librarians, the Library Board may, under a contractual agreement with such library, provide professional supervision of its services and may grant state aid funds to it in reduced amounts under a uniform plan to be adopted by the State Library Board.

§42.1-54. Procedure for purchase of books, materials and equipment and payment on salaries. - All proposals for books, materials and equipment to be purchased with state aid funds and all proposals for aid in the payment of salaries of certified librarians shall be submitted for approval to the Library of Virginia by the libraries, library systems or contracting libraries applying for state aid, in form prescribed by the Board, and those approved may be ordered by the libraries, library systems or contracting libraries. Payments and disbursements from the funds appropriated for this purpose shall be made by the State Treasurer upon the approval of the duly authorized representative of the Board, to the libraries, library systems or contracting libraries within thirty days of the beginning of each quarter.

§42.1-55. Free service available to all. - The service of books in library systems and libraries receiving state aid shall be free and shall be made available to all persons living in the county, region, or municipality.

§42.1-56 Meaning of term "books." - The term "books" as used in this chapter may be interpreted in the discretion of the Board to mean books, magazines, newspapers, appropriate audiovisual materials and other printed matter.

§42.1-57. Authority of Library Board to accept and distribute federal funds. - The Library Board is empowered, subject to approval of the Governor, to accept grants of federal funds for libraries and to allocate such funds to libraries under any plan approved by the Board and the appropriate federal authorities. Such allocations shall not be subject to the restrictions of this chapter.

§42.1-58. Agreements providing for expenditure of federal and matching funds. - The Library Board and the cities and counties of the Commonwealth are authorized to enter into agreements providing for the supervision of the expenditure of federal funds allocated to such cities and counties and matching funds provided by such political subdivisions. Such agreement shall set forth the standards and conditions with respect to the expenditure of such funds.

**REQUIREMENTS WHICH MUST BE MET IN ORDER TO RECEIVE
GRANTS-IN-AID (VAC 15-110-10)**

In order to qualify for grants-in-aid, all libraries serving more than 5,000 persons must meet the following requirements by July 1, 1992:

1. Be organized under the appropriate section of the *Code of Virginia*. Not more than one library in a county or regional library system or a municipal government unit may receive a grant.

2. Submit to the State Library Board:

Charter, resolution, or other legal papers under which they are organized.

A copy of the by-laws of the board of trustees, a list of trustees, revised as changes occur.

A five-year plan, adopted by the governing body of the library service in the area (areas) served. In order to receive continuing grants, this plan must be updated annually.

A written statement of policy covering such items as: service, personnel, and maintenance of book collections and other materials.

Statistical and financial reports including audits and statements of progress of the plan as requested.

A copy of the budget for the expenditure of local funds, not including anticipated state and federal funds. This must be submitted annually.

3. Have local operating expenditures of at least 50% of the median statewide local operating expenditures per capita, two-thirds of which must be from taxation or endowment. The median shall be recalculated each biennium. Libraries obtaining aid for the first time or those falling below the 50% median must meet the requirement within five years. Libraries which fall below 50% of the median in local expenditures per capita must submit a plan to the State Library Board for reaching the minimum requirement. The plan must include a schedule of annual increases in local expenditures of not less than 20% of the amount needed to attain local per capita expenditures of 50% of the median within five years.

Local operating expenditures from taxation or endowment for any library, or library system, shall not fall below that of the previous year. In cases where the budgets of all the departments of the local government are reduced below those of the previous year, the library's state grant-in-aid would be reduced. The State Library may require that the amount of such reduction in the library's total expenditure be subtracted from the library's eligibility and that the state grant be reduced accordingly. If the library's budget is reduced and other agencies' budgets are not, then the library would receive no state grant-in-aid and would be ineligible for one until local expenditures shall have again reached or exceeded the local effort at the time of the last previous grant.

The library would be ineligible for any federal funds if local funds are reduced below that of the previous year.

Grants-in-aid shall be used as supplements to local funds.

The amount of any undesignated balance in the local operating budget at the end of the fiscal year which exceeds 10% will be subtracted from the grant which is based on that years expenditures.

4. Have certified librarians in positions as required by state law. Libraries failing to employ a certified librarian in the position of director will have their state aid grant reduced by 25%.
5. Keep open a headquarters library or centrally located branch at least 40 hours a week for a full range of library services. This schedule must include at least three consecutive evening hours and appropriate weekend hours. Evening hours are defined as the hours after 5 p.m.
6. Maintain an up-to-date reference collection and set up procedures for securing materials from other libraries through interlibrary loan.
7. Organize materials for convenient use through shelf arrangement, classification and cataloging, and provide a catalog of its resources.
8. Stimulate use of materials through publicity, displays, reading lists, story hours, book talks, book and film discussions and other appropriate means.
9. Lend guidance in all outlets to individuals in the use of informational, educational, and recreational materials.
10. Maintain a collection of currently useful materials by annual additions and systematic removal of items no longer useful to maintain the purposes of

quality of its resources. Have a telephone and the number of the telephone listed in the local telephone directory.

11. Provide the basic services listed in this section free of charge to the public as required by law.
12. Every regional, county, and city library serving an area of more than 400 square miles, or more than 25,000 persons, must provide some form of extension service acceptable to the board.
13. If the library system has two or more service units, either branches or stations, it must maintain a scheduled, frequent delivery system.
14. The Library Board may, at its discretion, make exceptions for a specified period of time to any single requirement listed above. The exception will be made only if the library can show that a real effort has been made to meet the requirement and that significant progress has been made toward meeting this requirement.

Approved by the State Library Board, March 13, 1991.

Standards Checklist

Checklist Level A

Governance

- Meets GA1: The library must be established and maintained according to state law under *Code of Virginia*, § 42.1-33 through 42.1-45.***
- Meets GA2: The library must be governed under the direction of a board according to state law under *Code of Virginia*, § 42.1-35 et seq. or under the direction of the jurisdiction's governing body (see § 42.1-36).***
- Meets GA3: The library shall comply with the *Requirements Which Must Be Met In Order To Receive Grants-in-Aid*, 17VAC15-110-10.***
- Meets GA4: The members of the library board after appointment or election shall receive a current copy of the *Virginia Public Library Trustee Handbook* from the director.
- Meets GA5: The library board shall adopt bylaws, rules, and regulations for its own guidance and for the governance, maintenance, and function of the library system. These bylaws, rules, and regulations shall be reviewed at least every three years.
- Meets GA6: The governing board or other appropriate authority shall have control of the expenditures of all moneys budgeted for the library fund.***
- Meets GA7: The governing board or other appropriate authority shall have the authority to accept donations, gifts, endowments and bequests of money, personal property, and real property for the establishment and maintenance of the library system.***
- Meets GA8: The governing board or other appropriate authority shall employ a qualified director and shall delegate management of the library system to said director.
- Meets GA9: The governing board or other appropriate authority shall conduct annual performance evaluations of the director using the *Virginia Public Library Trustee Handbook* as a guide.
- Meets GA10: The library may be associated with a Friends of the Library group who supports library operations financially and politically.

- Meets GA11: The governing board or other appropriate authority, the members of the Friends, the director, and the senior management staff, if any, should be informed and articulate about library services.
- Meets GA12: The governing board or other appropriate authority, the members of the Friends, the director, and the senior management staff, if any, should be encouraged to advocate for library funding and status to all elected and appointed officials who have fiscal and policy influence over the library system at the local, state, and federal levels.
- Meets GA13: The library system shall have written service and personnel policies that have been adopted by the governing board or other appropriate authority.***
- Meets GA14: The library system shall have administrative procedures developed by the director with guidance from the governing board or other appropriate authority to ensure consistency of service/employment and a positive public image for the library system. These procedures should be reviewed regularly.
- Meets GA15: The library board shall have regular meetings as specified in the bylaws at a time and place convenient for the board members and the public at large, said meetings to be held in accordance with state law.
- Meets GA16: The director shall provide frequent formal and informal communications to the library board members or other appropriate authorities about the programs, policies, budget, and service plans of the library system.
- Meets GA17: The library shall have a five-year/long-range plan that has been adopted by the governing body or other appropriate authority and updated annually. Copies of the plan shall be readily available in each library facility and easily accessible from the library's Web site.***
- Meets GA18: The library system shall regularly collect data on input (resources available), output (usage statistics), and outcomes (impact on individuals and groups and the service area). This information is required by the state library agency for its annual statistical report.

- Meets GA19: The library system shall regularly collect and analyze data appropriate to evaluate its impact and progress on stated goals and objectives.

Funding and Administration Level A

- Meets FA1: Public libraries shall be funded primarily through local tax revenues.
- Meets FA2: Governing bodies shall establish local funding based on local revenues and well-considered budget requests.
- Meets FA3: Local funding for the library shall be maintained at a level equal to or greater than the preceding year.***
- Meets FA4: The benchmarks in the standards should be used to help define reasonable funding levels beyond those minimal levels required to receive state grants-in-aid.
- Meets FA5: The library board or other appropriate authority shall review, modify as necessary, and approve the proposed annual budget developed by the director to ensure that it reflects board-approved priorities and goals before submitting it to local funding entities.
- Meets FA6: After the proposed budget is submitted to local funding authorities, the director and library board shall be available to make budget presentations to the local funding entities.
- Meets FA7: State grants-in-aid shall be available to libraries meeting all legal qualifications according to the applicable citations.
- Meets FA8: Funding from private sources (such as foundation or corporate grants, individual contributions raised by Friends, and bequests) may help support and enhance library services, but these shall support, not supplant local government funds.
- Meets FA9: The library board or other appropriate authority shall adopt a final annual budget based on available funding and reflecting library goals and priorities.
- Meets FA10: The director shall manage all operations of the library, including budget, personnel, planning, and evaluation.

- ❑ Meets FA11: The director shall provide written financial and statistical reports for review at library board meetings and shall communicate regularly on matters that affect policy.
- ❑ Meets FA12: The director shall provide leadership and communication to the staff, the library board, the local government, and the public.
- ❑ Meets FA13: The library shall encourage an active Friends of the Library group.
- ❑ Meets FA14: One staff member shall be appointed official Friends' liaison to ensure that the Friends have all the information they need to carry out effectively a program in support of the library.
- ❑ Meets FA15: The director and/or appropriate staff member shall communicate with the library board and Friends' leaders to equip them with current information about the library so they may be articulate and well-informed advocates.

Public Relations Level A

- ❑ Meets PRA1: Community relations and public presence programs shall be part of the library's official five-year/long-range plan.
- ❑ Meets PRA2: The library's annual budget shall allocate funds for public relations activities.
- ❑ Meets PRA3: The director shall designate a staff member to coordinate public relations activities within the library and between the library and other local agencies.

Staffing Level A

- ❑ Meets SA1: Every library serving a population in excess of 13,000 shall employ as director a full-time state-certified professional librarian.***
- ❑ Meets SA2: The library shall have qualified staff members who are paid and appropriately trained to fulfill their particular job responsibilities.
- ❑ Meets SA3: The library shall have a written personnel classification plan and/or job descriptions describing the duties/responsibilities of each staff position, any educational and experience requirements, the physical requirements of the job, and the minimum/maximum salary range.

- ☐ Meets SA4: The personnel classification plan shall ensure that all qualified individuals have equal opportunity for employment and advancement within the library/system.
- ☐ Meets SA5: The library shall adopt written personnel policies outlining the conditions and requirements of employment for all library staff members that include:
 - job descriptions
 - recruitment process
 - salaries and classifications schedule
 - benefits
 - regular performance reviews
 - disciplinary actions
 - grievance procedures
 - standards of conduct
 - equal employment opportunities
 - diversity and other related topics for effective personnel management that are consistent with local, state, and federal regulations, including Fair Labor Standards Act (FSLA), Americans with Disabilities Act (ADA), and other relevant court decisions currently in effect, as well as being correlated with personnel policies of local governing body(ies).

This standard recognizes that libraries may rely on the local governing body's personnel department and requirements.

- ☐ Meets SA6: Personnel policies shall be made available to all library staff members.
- ☐ Meets SA7: The governing board or other appropriate authority shall review the personnel policies on a regular schedule and after any significant change in federal and state employment laws.
- ☐ Meets SA8: The library board or other appropriate authority shall determine the hours of the workweek, salaries, and benefits for all library staff members that are comparable with other area community positions requiring similar education, preparation, and job skills. Assistance from the local governing body's personnel department is encouraged.
- ☐ Meets SA9: Library staff compensation shall be regionally competitive and comparable to that for library positions that have the same level of education, training, authority, and responsibility.

- Meets SA10: Every staff member shall receive a written annual job performance review.
- Meets SA11: Staff members shall be computer literate and familiar with the electronic resources offered in their library.
- Meets SA12: Staff members who work with the public shall be able to assist patrons in the use of the print and electronic information resources available.
- Meets SA13: Every staff member shall be provided with the opportunity for training related to his/her job duties.
- Meets SA14: The library shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .3 per 1,000 in population.
- Meets SA15: For every 25,000 in population, the library shall have 2.5 FTE's in professional staff positions with ALA-accredited education/training.
- Meets SA16: The library shall have access to information technology services to administer and maintain the various forms of technologies needed and used.

Staff Development Level A

- Meets SDA1: The library shall have a written staff development plan that addresses orientation for new employees, ongoing training, and continuing education.
- Meets SDA2: The library shall conduct a periodic staff development needs' assessment for all positions in the library.
- Meets SDA3: The library shall support continuing education and professional activities by allocating a portion of its budget for the costs of continuing education/training activities to include paid work-time for attendance, registration fees, and travel, food, and lodging costs where needed.
- Meets SDA4: All library employees shall have the information and skills they need to do their jobs well.

- Meets SDA5: Professional staff members shall participate annually in at least 24 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDA6: Support staff members shall participate annually in at least 16 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDA7: The library shall provide all staff members with training in excellent internal and external customer services.
- Meets SDA8: The library shall provide all of the staff with resources/training to assist patrons with special needs.
- Meets SDA9: The library shall provide all of the staff with training in the technologies required to carry out their job duties.
- Meets SDA10: Appropriate staff members shall receive training in assisting the public to use electronic materials and resources.
- Meets SDA11: In addition to the director, one or more of the staff members shall also be a member of at least one professional association.

Volunteers Level A

- Meets VA1: The library may use volunteers when, where, and as needed to provide support to library staff.
- Meets VA2: Volunteers shall not substitute for paid staff members in the provision of library services.
- Meets VA3: The library shall have a written policy describing the recruitment, assignment, and assessment of volunteers working within the library.
- Meets VA4: The library shall have written job descriptions and requirements for volunteers.
- Meets VA5: The library shall provide orientation and training for volunteers and the staff members who supervise volunteers.

- Meets VA6: Volunteers shall not be assigned tasks for which they have not received training.
- Meets VA7: Policies shall be made available to all volunteers and to the staff members who supervise volunteers.

Collections Level A

- Meets CA1: The library shall have a written collection development policy that is reviewed and revised regularly.
- Meets CA2: The library’s collection development policy shall be approved by the library board or other appropriate authority.
- Meets CA3: The collection development policy shall consider the selected service responses and the information needs of the community.
- Meets CA4: The library’s collection development policy shall include selection and weeding policies.
- Meets CA5: The collection development policy shall endorse:
 - The Library Bill of Rights of the American Library Association and its interpretations.
 - Freedom to Read, a joint statement by the American Library Association and the Association of American Publishers.
 - Freedom to View, a statement of the American Film and Video Association.
- Meets CA6: The collection development policy shall include procedures for timely responses to purchase requests and for reconsideration of materials.
- Meets CA7: The library routinely shall evaluate its collection to determine strengths and weaknesses and shall act on that information to make improvements.
- Meets CA8: The library shall allocate funds for purchasing materials in diverse formats including new formats as they become of interest.

- Meets CA9: The number of items (volumes) in all formats in the library's collection shall be at least:

Quality Level	Number of items in all formats, per capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
A	10,000 minimum, 3 per capita preferred	2	2	2

- Meets CA10: The library shall maintain a collection evaluated and weeded using a standard method such as the CREW method.
- Meets CA11: The library shall promote access to Find It Virginia, the statewide collection of electronic databases.
- Meets CA12: The library shall adopt procedures and utilize technology designed to make new materials available to its patrons as quickly as possible.

Facilities Level A

- Meets FA1: Library facilities shall be functional, attractive, accessible, and safe.
- Meets FA2: Buildings shall be aesthetically pleasing, free of physical barriers, and large enough for the population they serve.
- Meets FA3: Buildings shall be capable of supporting the infrastructure necessary for present and future technologies.
- Meets FA4: Library facilities shall be located:
 - in urban areas, no more than 20 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries;
 - in rural areas, no more than 30 minutes' driving time from residents;
 - and where possible on a fixed transportation route. Fixed transportation route refers to public transportation where

available or to easily accessible locations on or near main roadways.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

- Meets FA5: Standards in the chart below shall be used in assessing library space needs when planning new construction and expansion of existing library facilities. The facility shall meet the following square-footage standards:

Level A	Population	Total Gross Square Feet Per Capita
	Up to 25,000	.6 (.8 preferred)
	25,001–100,000	.6
	100,001–500,000	.6
	Over 500,000	.6

- Meets FA6: All library buildings shall comply with building, fire, safety, sanitation, and other appropriate state and local codes and other legal requirements.
- Meets FA7: Library buildings shall provide handicapped access in compliance with the Americans with Disabilities Act.
- Meets FA8: Adequate, convenient, and well-lit parking shall be available to the library’s users and staff at or near the library site. Check local codes for applicable formulas for amount of parking necessary.
- Meets FA9: Library facilities shall have exterior signs so the library is clearly identifiable from the street.
- Meets FA10: There shall be directional signage to the library on nearby streets.
- Meets FA11: The library shall provide professionally produced interior signage adequate to help patrons make good use of the facility.

- ☐ Meets FA12: Light levels shall be:
 - 50 to 70 (30–50) sustained foot-candles at table-top height in public service area.
 - 30 to 50 (20–30) foot-candles at table-top height in storage areas.
 - 35 to 50 foot-candles at floor level with particular attention paid to stack aisles to assure adequate lighting on all shelves.
 - Lighting is evenly distributed and of such quality to provide adequate light without glare; areas housing computers are free of glare.

☐ Meets FA13: Electrical wiring shall meet National Electrical Code (NEC) minimum requirements.

☐ Meets FA14: Electrical power outlets shall be based on furniture plans and must allow for future flexibility.

☐ Meets FA15: Sufficient power shall be available to all locations in the library to accommodate laptop computers and to allow for future needs.

☐ Meets FA16: Heating, ventilating, and air-conditioning systems shall maintain relative humidity levels of 50 to 60 percent year-round. Special collections shall meet stricter standards established to preserve the materials collected.

☐ Meets FA17: Telecommunications cabling shall follow the National Electrical Code (NEC) and Building Industry Consulting Services International (BICSI) Telecommunication Association guidelines.

☐ Meets FA18: Telecommunication rooms (closets) shall be:

Area Served	Closet size
5,000 SF	10ft x 7ft
5,001–8,000 SF	10ft x 9ft
8,000SF plus	10ft x 11ft per floor

☐ Meets FA19: The library shall have an up-to-date disaster response and recovery procedure plan.

☐ Meets FA20: Planning for library facilities' development shall be based on at least twenty-year population growth projections and other factors including location of possible future library buildings and plans for major new residential and commercial development.

- Meets FA21: Community input shall be sought for all renovation and construction projects.
- Meets FA22: Newly constructed library facilities shall be "green" or sustainable facilities, constructed with ecologically sound materials.
- Meets FA23: The building shall promote energy efficiency, usage of natural daylight, waste reduction, and improvement of air quality.
- Meets FA24: Whenever possible, facilities shall meet LEED (Leadership in Energy and Environmental Design) standards established by the U. S. Green Building Council.

Technology Level A

- Meets TA1: The library shall have a technology plan that regularly reviews and employs emerging technologies in order to maximize library services.
- Meets TA2: The plan shall include a designated replacement cycle and strategies for keeping equipment up-to-date and secure on an ongoing basis.
- Meets TA3: The library shall have an Acceptable Internet Use Policy, which has been reviewed by the library board (if applicable) and/or the governing jurisdiction, and which has been submitted to the Library of Virginia.***
- Meets TA4: The library’s five-year/long-range plan shall address the role of technology in the delivery of services to residents.
- Meets TA5: The library shall maintain availability of public access, Internet-connected computer workstations.

Quality Level	Number of operating computer workstations
A	Minimum of 1 public workstation per 3,000 population

- Meets TA6: The downtime for any single public access computer workstation/printer shall not exceed 48 hours.
- Meets TA7: The library shall have broadband access to the Internet.

- Meets TA8: In order to facilitate the sharing of resources, the library shall have an automated library system that meets current and appropriate technical standards for library records.
- Meets TA9: When appropriate, the library shall take advantage of the E-rate program (www.usac.org/sl) to deliver the most comprehensive and effective telecommunications capabilities possible to library users and library staff members.
- Meets TA10: The library shall provide at least a base level of office technology.
- Meets TA11: The library shall provide Internet access and e-mail for staff use.
- Meets TA12: The library staff shall subscribe to appropriate listservs and other professional communication services.

Access Level A

- Meets A1: The library shall provide basic services free of charge to everyone in its service population.***
- Meets A2: When the library is open, all basic services shall be available, i.e., lending of materials, information, public programs, public space, and public access to the Internet and personal computing applications. This standard does not prohibit the provision of some services, such as photocopy fees, printing, etc., on a cost-recovery basis.
- Meets A3: Library patrons, regardless of age, shall be able to use materials and services so long as state and federal laws are followed in their access of materials and services.
- Meets A4: The library shall have written policies covering the following:
 - Use of facilities and display areas
 - Rights and responsibilities of patrons (patron behavior)
 - Children’s use of the library
 - Access to the Internet and personal computing applications
- Meets A5: The library shall be open to the public at fixed times and with a uniform schedule.***

- Meets A6: The library shall provide minimum unduplicated service hours as follows:

Quality Level	Minimum Unduplicated Hours
A	40 must include at least 3 consecutive evening hours and appropriate weekend hours (see Appendix 17VAC15-110-10. Requirements [5])**

- Meets A7: Every regional, county, and city library serving an area of more than 400 square miles, or more than 25,000 persons, must provide some form of extension service acceptable to the [Library of Virginia] board.**
- Meets A8: If the library has two or more service units, either branches or stations, it shall maintain a scheduled frequent-delivery system.**
- Meets A9: The library shall have a telephone, and the telephone number shall be listed in the local telephone directory.**
- Meets A10: Patrons shall have access to library services by telephone or by using the Web to ask a question, to place a hold on a book or other reference material, to renew an item, and to find the location and hours of library facilities and programs.
- Meets A11: The library shall provide a Web page with contact information, hours, and service location information.
- Meets A12: When the library is not open, a recorded telephone message shall provide information on hours of service.
- Meets A13: The library shall organize materials for convenient use through shelf arrangement, classification, and cataloging, and provide a catalog of its resources.**
- Meets A14: The library shall have workstations easily accessible for using the automated catalog and circulation system.
- Meets A15: The library's catalog shall be available via the Internet.

- Meets A16: The percentage of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
A	25%

- Meets A17: The library shall deliver materials to a patron’s preferred library locations.
- Meets A18: The library facility shall be physically accessible to all people and meet the requirements of the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities as published in *The Federal Register*, the *Virginia Uniform Statewide Building Code*, and any applicable local standards.
- Meets A19: The library shall provide users with disabilities who are unable to travel to the library with service in keeping with the provisions of the Americans with Disabilities Act.

Services Level A

- Meets SA1: At a minimum, the library shall provide those services that are considered basic to the mission of all public libraries: lending, information, programming, Internet access, and up-to-date technologies.
- Meets SA2: The library shall have policies defining the scope of its services and setting service priorities.
- Meets SA3: The library shall have a policy emphasizing the delivery of accurate information, as well as expeditious and courteous service.
- Meets SA4: The library’s policies regarding the use of its resources and the loan of its materials shall facilitate easy use.
- Meets SA5: Lending periods shall be based on collection size, demand, and turnover rate.
- Meets SA6: As many formats as possible shall have the same loan period.

- Meets SA7: The library shall not place age restrictions on the circulation of materials except where local policies permit individual parental requests.
- Meets SA8: The library's fine and fee policies shall promote use by people of all income levels.
- Meets SA9: The library shall have a policy regarding confidentiality of customer records that adheres to Virginia law.
- Meets SA10: Library services and materials shall be marketed to the public in a variety of ways such as library displays, readers' advisory lists, publications, and promotions on the library's Web site.
- Meets SA11: The library shall provide regular free programs serving informational, recreational, cultural, and educational needs.
- Meets SA12: The library's public access computer workstations shall be available with an average wait of no more than:

Quality Level	Average Wait time
A	30 minutes

- Meets SA13: Returned materials shall be shelved within twenty-four hours of return (except for closed days) to assure ongoing access by patrons.
- Meets SA14: The Library shall provide photocopier(s) and printer(s) for public use. The library may charge for the services, depending on local policies.
- Meets SA15: Library staff members shall be involved in regional/statewide efforts for development and enhancement of resource sharing and interlibrary cooperation.

Information Service Level A

- Meets IA1: The library shall provide in-person information services by qualified staff members during all hours open to the public. Information services include reference, readers' advisory lists, and assistance with access to electronic information for users of all ages.

- Meets IA2: The library shall have policies/guidelines covering the provision of information services.
- Meets IA3: These policies and guidelines shall be a reflection of chosen service responses, roles, or other elements of the library’s five-year/long-range plan.
- Meets IA4: Information provided to users in response to their queries shall be accurate and shall be derived from sources that meet professional standards of authority and timeliness.
- Meets IA5: The library shall provide remote information services through telephone and e-mail.

Programs Level A

- Meets PA1: Libraries shall provide programs that are designed for people of all ages to meet the needs and interest of the various groups of people in the community.
- Meets PA2: The library shall provide educational, cultural, and recreational programs in a variety of formats.
- Meets PA3: The library shall provide year-round programs for a primary target audience.
- Meets PA4: The library shall strive for the following attendance per capita:

Quality Level	Program Attendance Per Capita				
	Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
A		.25	.20	.15	.15
AA		.30	.25	.20	.20
AAA	Meets enhanced level with no waiting lists based on library policy.				

- Meets PA5: The library shall have written policies defining the scope of library programs in concert with its five-year/long-range plans.
- Meets PA6: The library shall have adequate funding in its annual budget for program materials and program staffing, typically charging no fees for programs.

- Meets PA7: The library shall plan programs to be held at various times of the day to meet community needs that may include morning, afternoon, evening, and weekend hours.
- Meets PA8: The library shall provide programs that are in physically accessible locations for children, teens, and adults.
- Meets PA9: The library shall provide reasonable accommodations to enable persons with disabilities to participate in programs.
- Meets PA10: The library shall advertise the availability of accommodations in program notices/publicity.
- Meets PA11: The library shall use standard methods of review/evaluation such as collection of attendance statistics to measure the effectiveness of the programs.
- Meets PA12: The library shall have procedures for handling complaints about library programming and shall address any concerns in a timely manner.

Services to Targeted Groups Level A

- Meets TGA1: The library shall develop and offer programs and services to meet the diverse needs of individual constituencies.
- Meets TGA2: The library shall provide space for infants, preschool, and elementary school-aged children that includes materials, computers, adult and child seating, and programs.
- Meets TGA3: The library shall have a staff member who is responsible for planning and delivering children's services.
- Meets TGA4: The children's collection and services shall be coordinated with schools and other agencies serving children in the library's service area.
- Meets TGA5: The library shall provide separate space for teenagers to gather and study that has materials, computers, and seating.
- Meets TGA6: The library's collection shall include an adequate number of materials in formats that allow seniors to continue to enjoy books and reading.

- ☐ Meets TGA7: The library shall promote the national Talking Book Service and assist eligible users in receiving service.

Checklist Level AA

Governance Level AA

- Meets GAA1: The library shall comply with all standards of Level A.
- Meets GAA2: The director shall conduct an orientation for each new board member using the *Virginia Public Library Trustee Handbook* as a guide.
- Meets GAA3: Copies of current policies shall be readily available in each library facility and easily accessible by the staff and by the public from the library's Web site.
- Meets GAA4: In creating and updating the five-year/long-range plan for the library system, the planning process shall include systematic community input, community studies, and the use of other needs' assessment techniques to ensure community participation in the design and delivery of public library service.
- Meets GAA5: In creating and updating the five-year/long-range plan for the library system, planning models developed by the Public Library Association, county- or city-mandated planning models, or other available models should be used.
- Meets GAA6: The provisions of the five-year/long-range plan shall be monitored regularly by the director and the library board with the director reporting to the library board on the progress being made toward the goals and objectives in the plan.
- Meets GAA7: Members of the library board shall participate annually in training such as the Library of Virginia trustee training, various workshops conducted by local or state library organizations, state or national conferences on public libraries, and instruction from library legal counsel, auditors, the director, and other professionals.

Funding and Administration Level AA

- Meets FAA1: The library shall comply with all standards of Level A.
- Meets FAA2: The library shall receive no less than 1 percent of the total revenue of its local government(s).
- Meets FAA3: The director and library board shall seek supplemental sources of funding.

- Meets FAA4: The director shall participate in community organizations.

Public Relations Level AA

- Meets PRAA1: The library shall comply with all standards of Level A.
- Meets PRAA2: Annually, the library shall implement a number of generally accepted publicity techniques. The choice of which techniques to employ shall be based on the characteristics of the community, including the needs of persons with disabilities, adult new readers, and those with limited English-speaking ability.
- Meets PRAA3: The library shall systematically inform its community about programs and resources through a variety of communications techniques and formats.
- Meets PRAA4: The library shall spend a minimum of 1 percent of the library operating budget on the entire community relations program, including staff time, surveys and research, marketing, public awareness, and public relations.

NOTE: This does not include any capital expenditures, but does include all staff time involved in giving presentations to groups in or outside the library.

- Meets PRAA5: One staff member shall have responsibility for coordinating community relations programs, plans, and activities. In smaller libraries this person may have other job responsibilities. In large libraries this person may be a department head with several people reporting to him/her.

Staff Level AA

- Meets SAA1: The library shall comply with all standards of Level A.
- Meets SAA2: Every new staff member shall receive an orientation, tour, and general introduction to the library.
- Meets SAA3: Every staff member shall be provided a staff handbook containing the personnel policies. This handbook may be printed or posted on a staff Intranet.

- Meets SAA4: The library board or other appropriate authority shall review and/or update library personnel policies annually.
- Meets SAA5: The library board or other appropriate authority shall review and/or update the library classification plan annually.
- Meets SAA6: The library board or other appropriate authority shall review and/or update job descriptions annually.
- Meets SAA7: The library board or other appropriate authority shall review and update the library wage/compensation plan annually.

The personnel departments of the local governing jurisdictions may have time frames that vary from those listed in Standards SAA4–7. In this case, the regulations of the “appropriate authority” may be followed.

- Meets SAA8: The library board or other appropriate authority shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .5 per 1,000 in population.
- Meets SAA9: For every 25,000 in population, the library shall have 4.5 FTE’s in professional staff positions with ALA-accredited education/training.
- Meets SAA10: The library shall have an organizational chart.
- Meets SAA11: The library shall have a designated staff member coordinating youth services.
- Meets SAA12: The library shall have a designated staff member coordinating public services.
- Meets SAA13: The library shall have a designated staff member providing outreach services.
- Meets SAA14: The library shall have a designated staff member coordinating volunteer activities.
- Meets SAA15: The library shall have information technology services personnel to assess, develop/design, administer, and maintain the various forms of library technologies needed and used within the library/system.
- Meets SAA16: Managers who are not the director shall possess a Bachelor’s Degree at minimum.

- Meets SAA17: To provide continuity of service for key library operations, the library shall have an ongoing program of cross-training.
- Meets SAA18: The library shall have staff members competent to design and deliver technology-related classes for the public.
- Meets SAA19: One or more member of the staff shall be trained to create and update Web sites.

Staff Development Level AA

- Meets SDAA1: The library shall comply with all standards of Level A.
- Meets SDAA2: Professional staff members shall participate annually in at least 34 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDAA3: Support staff members shall participate annually in at least 22 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDAA4: Fifteen percent of the FTE's shall be a member of at least one professional association.
- Meets SDAA5: The library shall provide its staff with the resources/ training to meet the multilingual needs of its community.
- Meets SDAA6: The library shall review and/or update its continuing education and staff development plan annually.
- Meets SDAA7: The library shall allocate 1 percent of its annual budget for continuing education and staff development.
- Meets SDAA8: The library shall recognize outstanding effort and achievement by its staff.

Volunteers Level AA

- Meets VAA1: The library shall comply with all standards of Level A.
- Meets VAA2: The library shall review and/or update volunteer policies and job descriptions annually.

- Meets VAA3: The library shall review and/or update volunteer training annually.
- Meets VAA4: The library shall develop and implement a volunteer recognition program.

Collections Level AA

- Meets CAA1: The library shall comply with all standards of Level A.
- Meets CAA2: The library shall spend 15 to 20 percent of its operating budget to purchase collection materials, and a minimum of 10 percent of the materials budget for non-print resources.
- Meets CAA3: The number of items (volumes) in all formats in the library’s collection shall be:

Quality Level	Number of items in all formats, per capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AA	4	3.5	3	2.5

- Meets CAA4: The library shall provide online databases to supplement the Find It Virginia databases.
- Meets CAA5: The library shall have a preservation policy for its special collections, including local history.
- Meets CAA6: At least every three years, the library shall evaluate its collection to determine strengths and weaknesses.
- Meets CAA7: The library shall allocate resources to address the identified weaknesses.

Facilities Level AA

Meets FAA1: The library shall comply with all standards of Level A.

Meets FAA2: Library facilities shall be located:

- in urban areas, no more than 15 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries.
- in rural areas, no more than 20 minutes' driving time from residents.
- where possible on a fixed transportation route.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

Meets FAA3: Standards in the chart below shall be used in assessing library space needs when planning new construction and expansion of existing library facilities. The facility shall meet the following square-footage standards:

Level AA	Population	Total Gross Square Feet Per Capita
	Up to 25,000	.9
	25,001–100,000	.8
	100,001–500,000	.7
	More than 500,000	.65

Technology Level AA

Meets TAA1: The library shall comply with all standards of Level A.

Meets TAA2: The library shall maintain the availability of public access, Internet connected computer workstations.

Quality Level	Number of operating computer workstations
AA	1 public workstation per 2,000 population

Meets TAA3: The library's network connection shall support where applicable simultaneous use by multiple library workstations (including Wi-Fi).

Meets TAA4: The library shall provide wireless connectivity for users.

Access Level AA

Meets Meets AA1: The library shall comply with all standards of Level A.

Meets AA2: The library shall have an integrated library system (ILS) in an area easily accessible to users and staff.

Meets AA3: Library users shall be able to request and renew library materials online.

Meets AA4: The percentage of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
AA	40%

Meets AA5: The library shall work with community transportation providers to encourage availability of public transportation to the library.

Services Level AA

Meets SAA1: The library shall comply with all standards of Level A.

Meets SAA2: The library shall provide up-to-date technological applications to the public including computer applications and emerging technologies.

Meets SAA3: The library shall provide outreach services to special populations, such as those who speak languages other than English, early childhood care providers, schools, literacy teachers, health centers, senior residents, and social service agencies.

Meets SAA4: The library shall periodically conduct a customer service survey.

Meets SAA5: New technologies shall be incorporated into library programs and services as appropriate.

Information Services Level AA

- Meets IAA1: The library shall comply with all standards of Level A.
- Meets IAA2: The library shall provide remote information services through telephone, e-mail, online chat, and IM (instant messaging).
- Meets IAA3: The library shall support patron training in the use of technologies necessary to access electronic resources.
- Meets IAA4: The library shall make available bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue.

Programs Level AA

- Meets PAA1: The library shall comply with all standards of Level A.
- Meets PAA2: The library shall provide year-round programs for the primary target audience plus the addition of regularly scheduled programs for one additional target audience.
- Meets PAA3: The library shall strive for the following attendance per capita.

Quality Level	Program Attendance Per Capita				
	Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AA		.30	.25	.20	.20

- Meets PAA4: Periodically, the library shall revise its programming policies and procedures to meet the mission, goals, and objectives of the library.
- Meets PAA5: The library shall cooperate with area libraries to extend the availability of programs to all residents.
- Meets PAA6: Where appropriate the library shall plan programs in partnership/collaboration with other educational/community organizations including schools, homeschoolers, literacy groups, or service clubs.
- Meets PAA7: The library shall prepare informational and promotional materials such as program brochures, Web announcements, local cable, flyers, news releases, or e-newsletters.

- Meets PAA8: In addition to collecting attendance statistics, the library shall measure the effectiveness of its programs by surveying participants to determine customer satisfaction.

Services to Targeted Groups Level AA

- Meets TGAA1: The library shall comply with all standards of Level A.
- Meets TGAA2: Some of the programs for children shall be provided in the evening and on weekends.
- Meets TGAA3: Teens shall participate in the library’s planning of services targeted to their age group.
- Meets TGAA4: Seniors shall be involved in planning services for their age group.
- Meets TGAA5: The library shall provide literacy and English language-related services at a level appropriate to its mission and goals, and shall allow one-on-one tutoring in its public spaces.
- Meets TGAA6: Outreach services shall be provided to individuals and groups that cannot visit library facilities.

Checklist Level AAA

Governance Level AAA

- Meets GAAA1: The library shall comply with all standards of Levels A and AA.
- Meets GAAA2: All library board members shall participate in continuing education programs provided by the Library of Virginia, the Virginia Library Association, or other relevant organizations.
- Meets GAAA3: The library shall report the results of its evaluations on the impact of its services to its library board and the general public on a regular basis.
- Meets GAAA4: All members of the library board and the director are members of the Virginia Library Association.
- Meets GAAA5: The library board shall evaluate its own performance annually, as described in the *Virginia Public Library Trustee Handbook*.

Funding and Administration Level AAA

- Meets FAAA1: The library shall comply with all standards of Levels A and AA.
- Meets FAAA2: The library shall receive no less than 3 percent of the total revenue of its local government(s).
- Meets FAAA3: The director and library board shall pursue continuous increases in supplemental funding to support the library's five-year/long-range plan.
- Meets FAAA4: The library board and director shall seek advocates and develop partnerships to increase understanding of the library's role in the community and to garner support for the library.

- Meets FAAA5: The library staff shall be encouraged to participate in other community organizations by serving on other boards, volunteering in the community, etc. Such participation shall be formally recognized by the library administration and work release time shall be given when possible.

Public Relations Level AAA

- Meets PRAAA1: The library shall comply with all standards of Levels A and AA.

- Meets PRAAA2: Staff members responsible for public relations shall have access to continuing education and information about theory, practice, and current developments in public/community relations and marketing.

- Meets PRAAA3: The library shall assess community perception of its services (from both users and nonusers) through accepted opinion/market research techniques such as formal surveys, focus groups, town meetings, or exit interviews.

- Meets PRAAA4: The library shall establish a schedule for these assessments.

- Meets PRAAA5: To promote its programs to persons with disabilities, to adult new readers, and to people using English as a second language, the library shall use non-print media and accessible formats.

Staff Level AAA

- Meets SAAA1: The library shall comply with all standards of Levels A and AA.

- Meets SAAA2: The library shall establish and meet a service target for staffing in full-time equivalents (FTEs) not lower than .6 per 1,000 in population.

- Meets SAAA3: For every 25,000 in population, the library shall have 6.5 FTE's in professional staff positions with ALA-accredited education/training.

- Meets SAAA4: The library shall provide comparable prorated benefits for part-time library employees.

- Meets SAAA5: The library shall review and/or update the organizational chart annually.
- Meets SAAA6: The library shall have a full-time Youth Services staff member with a designated Children’s Librarian and a designated Teens’ Librarian.
- Meets SAAA7: The library shall have a full-time Public Services staff with a designated Circulation staff and a designated Reference staff.
- Meets SAAA8: The library shall have an Outreach Services Librarian.
- Meets SAAA9: The library shall have a Volunteer Coordinator.
- Meets SAAA10: Managers who are not the director shall possess a Master’s Degree in Library Science or a closely related field.
- Meets SAAA11: The library shall have library staff member(s) dedicated to technology planning and operations, even when the governing jurisdiction has such staff.

Staff Development Level AAA

- Meets SDAAA1: The library shall comply with all standards of Levels A and AA.
- Meets SDAAA2: Professional staff members shall participate annually in at least 48 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDAAA3: Support staff members shall participate annually in at least 32 hours of formal and informal learning such as on-the-job training, instructional staff meetings, workshops, or similar activities.
- Meets SDAAA4: Thirty percent of the FTE’s shall be a member of at least one professional association.
- Meets SDAAA5: The library shall have a written plan for recognizing efforts and achievements by library employees.

Meets SDAAA6: With staff input, the library shall annually review and update the staff development and continuing education plan.

Meets SDAAA7: The library shall allocate 2 percent of its annual budget for continuing education and staff development.

Volunteers Level AAA

Meets VAAA1: The library shall comply with all standards of Levels A and AA.

Meets VAAA2: The library shall develop and maintain a volunteer manual.

Meets VAAA3: The library shall recognize volunteers through formal Programs or events.

Collections Level AAA

Meets CAAA1: The library shall comply with all standards of Levels A and AA.

Meets CAAA2: The number of items (volumes) in all formats in the library's collection shall be:

Quality Level	Number of items in all formats, per capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AAA	5	4.5	4	3

Meets CAAA3: The library shall update its collection development policy at least every five years based on its current long-range plan.

Facilities Level AAA

Meets FAAA1: The library shall comply with all standards of Levels A and AA.

Meets FAAA2: Library facilities shall be located:

- in urban areas, no more than 10 minutes' driving time from residents as an average of multiple travel time studies from a) the edges of the service area to the nearest available library and b) between available libraries;
- in rural areas, no more than 15 minutes' driving time from residents;
- and where possible on a fixed transportation route.

NOTE: Driving time standards are not applicable during peak traffic seasons. Urban is defined as an incorporated place and adjacent densely settled surrounding area that together have a minimum population of 50,000. Rural is an area that does not meet the definition of urban area.

Meets FAAA3: Standards in the chart below shall be used in assessing library space needs when planning new construction and expansion of existing library facilities. The facility shall meet the following square-footage standards:

Level AAA	Population	Total Gross Square Feet Per Capita
	Up to 25,000	1.0
	25,001-100,000	1.0
	100,001-500,000	1.0
	More than 500,000	.85

Technology Level AAA

Meets TAAA1: The library shall comply with all standards of Levels A and AA.

Meets TAAA2: The library shall maintain the availability of public access, Internet-connected computer workstations.

Quality Level	Number of operating computer workstations
AAA	1 public workstation per 1,000 population

Access Level AAA

- Meets AAA1: The library shall comply with all standards of Levels A and AA.
- Meets AAA2: The library’s Web site and automated catalog shall be available through the Internet and meet current guidelines for access by people with disabilities. (Note: A commonly accepted set of guidelines provided by the World Wide Web Consortium’s Web Access Initiative is available at: <http://www.w3.org/TR/WAI-WEBCONTENT>.)
- Meets AAA3: The percentage of the service area population that is registered for a library card in the library’s database (purged annually of registrants who have not used their card within the last three years) shall be:

Quality Level	Percent of population
AAA	60%

- Meets AAA4: Library users shall be able to pay fees/fines electronically.
- Meets AAA5: The library’s main telephone shall be manned by a staff member during normal working hours.
- Meets AAA6: The library director’s direct phone line shall be listed in the phone directory under the library’s phone listing.

Services Level AAA

- Meets SAAA1: The library shall comply with all standards of Levels A and AA.
- Meets SAAA2: When the library serves large populations that speak languages other than English, the library shall have signage, publications, and staff members designed to help non-English speakers use the library.
- Meets SAAA3: The library shall provide access to information on the holdings of other libraries.

Information Services Level AAA

- Meets IAAA1: The library shall comply with all standards of Levels A and AA.
- Meets IAAA2: The library shall provide remote information services through telephone, e-mail, online chat, IM, text messaging, and other appropriate emerging technologies.
- Meets IAAA3: The library shall support patron training in the use of technologies necessary to access electronic resources, including training for persons with disabilities.
- Meets IAAA4: The library shall make available bibliographies and other access guides and user aids to inform patrons of the availability of resources on a specific topic or issue,
- Meets IAAA5: The library shall make user guides available in alternate formats, as appropriate.

Programs Level AAA

- Meets PAAA1: The library shall comply with all standards of Levels A and AA.
- Meets PAAA2: The library shall provide regularly scheduled programs for two or more additional target audiences.
- Meets PAAA3: The library shall strive for the following attendance per capita.

Quality Level	Program Attendance Per Capita			
Population	Up to 25,000	25,001–100,000	100,001–750,000	750,001 and up
AAA	Meets enhanced level with no waiting lists based on library policy.			

- Meets PAAA4: The library shall collaborate with other community agencies to enhance programs.
- Meets PAAA5: The library shall use technology to provide greater access to programs such as community TV, or podcasting.

- Meets PAAA6: The library shall identify other community agencies that are serving special populations and work with these agencies in planning and implementing services to special populations.

Services to Targeted Groups Level AAA

- Meets TGAAA1: The library shall comply with all standards of Levels A and AA.
- Meets TGAAA2: Adaptive devices for enlarging print and enhancing sound shall be available in the library for use by patrons.
- Meets TGAAA3: Library staff members working with seniors shall be trained in the provision of such services.
- Meets TGAAA4: The library shall have a formal relationship with adult and children’s literacy and English-as-a-Second-Language providers in the service area.

***Mandated by *Code of Virginia* or *Virginia Administrative Code*