SWEET HOME PUBLIC LIBRARY
Evaluation Project Report

by

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Oregon State Library
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I. INTRODUCTION

The Sweet Home Public Library Evaluation Project Report is organized in the following manner:

Following this introduction is an Executive Summary which explains the background and methodology of the consulting project and presents all of the recommendations in the Project Report. Complete project findings and recommendations will be found in succeeding sections V, VI, and VII.

Sections III and IV contain descriptive and historical information about Sweet Home and Linn County. Section III presents a picture of the city in terms of socioeconomic factors relevant to library services. Section IV contains a brief history of the Sweet Home Public Library.

The major findings concerning library resources and services and short-term recommendations for improved library service are detailed in Section V. The short-term recommendations are presented following a description of a given library resource or service.

A more detailed investigation of the reference collection and reference services of the Sweet Home Public Library was indicated to be very valuable by the citizens and staff at the initial meeting with the consultant. Therefore, this topic, which includes a consideration of interlibrary loan activity, has been treated more fully in Section VI, and the findings and recommendations are reported separately from the other findings concerning library resources.

Suggestions for improved understanding of responsibilities of all groups and individuals concerned with the library, and suggestions for how library services might be improved through a reorganization of libraries in Linn County were also indicated to be valuable at the initial meeting with the consultant. Section VII responds to those concerns and sets forth recommendations for improved service in the areas of governance and funding of the Sweet Home Public Library.

II. EXECUTIVE SUMMARY

Background

In the spring and early summer of 1986, the Oregon State Library received several requests for consulting assistance from the Friends, Library Board and city staff of Sweet Home regarding the staff vacancy for a librarian at the Sweet Home Public Library. These consultations led to a request in July, 1986, by then-Mayor Ruth Ganta of the City of Sweet Home, that the State Library conduct a comprehensive evaluation of the Sweet Home Public Library.

Consulting Project Methodology

An initial onsite consultation meeting was held on September 11, 1986, between the Library Board, representatives of the city of Sweet Home, the library staff, and the State Library's Rural/Small Library Development Consultant, Mary Ginnane.

After an overview of the consulting process, a questionnaire was distributed to obtain information about what results of a study of library service in Sweet Home would be considered valuable by the participants. The importance of the formation of a Consulting Project Steering Committee to provide local guidance and feedback to the consulting project was discussed.

The consulting project timetable set December 2, 1986 as the date for an onsite evaluation visit to the Sweet Home Public Library by Mary Ginnane.

On that date, a morning-long structured interview with the three library staff persons, Pat Stratman, Velma Cook and Leona McCann, was held to obtain information about

the library, its administration, services, procedures, and collections. The consultant

spent the afternoon reviewing information about subjects requested in interlibrary

loans and reference requests to the State Library in the past year, assessing the size

of the materials collections, and evaluating the reference collection. That evening,

remaining questions about the library were asked of the Consulting Project Steering

Committee, Betty Thayer, Chair, Gretchen Schaleger, Erik Kvarsten, Bob Hyland, and

Barbara Rice, and preliminary findings were discussed with them.

Offsite research about Sweet Home and the library was conducted at the State Library

preceding the drafting of the Sweet Home Public Library Service Evaluation Project

Report. The Sweet Home Library staff assisted in the information-gathering process

by recording all subject reference requests for about six weeks, and compiling

statistics on library services in previous years. The city provided data on library

expenditures in previous years.

Newly-elected Mayor Dave Holley was interviewed by phone on February 25, 1987 for

his assessment of the position of the library within the full range of city services and his

input about the city's financial situation.

Drafts of the section of the Project Report discussing findings and recommendations

were mailed to the Consulting Project Steering Committee on February 19, 1987, and

another onsite meeting with the Steering Committee was held on March 4, 1987 to

obtain reactions, comments, concerns, and suggestions for the final Project Report.

Drafts of the sections describing Sweet Home and recounting the history of the public library were mailed to the Steering Committee on March 5, 1987 for comment by telephone.

Final report production was completed between March 6 and March 16, 1987.

Recommendations

The recommendations contained in the Sweet Home Public Library Evaluation Project Report follow. Complete project findings and recommendations are contained in the succeeding sections of the Project Report.

1. Improve exterior and interior signage at the Sweet Home Public Library.

2. Improve the lighting in the Sweet Home Public Library and consider other methods of brightening the interior.

3. Employ a full-time library director with a Master of Library Science degree, offering a salary range of approximately $17,500 up to $23,000.

4. Proceed with hiring library aides to work up to 36 hours per week, as budgeted for FY 86-87. Consider increasing library aide staff in the future to a minimum of 2 FTE.

5. Continue using volunteers to substitute for necessary paid staff in the library.

6. When staffing decision is final, make collection development a major priority.

7. Develop a "Materials Selection Policy" for the Sweet Home Public Library.

8. Evaluate the use of the local bookstore for library book purchases.

9. The Sweet Home Public Library should cease attempting original cataloging as much as possible.

10. Begin to re-institute regular programming, most importantly preschool storytime and a summer reading program for children.

11. When staffing decision is final, make development of a comprehensive public relations program a major priority.

12. Design and print a library information brochure for public distribution.

13. The Sweet Home Public Library Board should address the overly-protective attitudes toward library materials, to be certain these practices reflect their philosophy of library service.

14. Record keeping for reference transactions, using consistent definitions, should be implemented in the Sweet Home Public Library.

15. The Sweet Home Public Library Board should support and encourage staff attendance at continuing education workshops on reference sources and services.

16. Develop the reference collection by acquiring titles in areas found lacking in the basic reference survey. Needed are one current encyclopedia set suitable for both children and adults, one current unabridged dictionary, two semi-abridged dictionaries, one medical encyclopedia and one medical dictionary, a new edition of a biographical dictionary, one current world atlas, recommended federal government titles, a legal guide for laypersons.

17. Obtain standing orders for certain titles which need to be up-dated every year, e.g. world almanacs, U.S. Government Manual, Statistical Abstract, so that new editions of these titles will be sent to the library automatically.

18.   *Weed out-dated reference books from the reference collection.*

19.   *Compare staff knowledge of the community and its information needs with bibliographies of recommended reference books to develop the reference collection to meet the needs of the community.*

20.   *The practice of cost recovery of return postage fees on interlibrary loans should be examined by the Library Board to be certain this practice reflects their philosophy of library service.*

21.   *The Sweet Home Public Library Board and staff should become informed on new resource sharing technologies.*

22.   *Utilize available data from subject and ILL requests for collection development of both the reference and non-fiction circulating collections.*

23.   *The Sweet Home City Council should amend the establishment ordinance of the Sweet Home Public Library to conform to Oregon state law, to reflect current practice, and to better define responsibilities in regard to the library.*

24.   *The Sweet Home Public Library Board should formulate policies for the library in the areas of materials selection, intellectual freedom, fees and fines, meeting room use, etc.*

25.   *The Sweet Home Public Library Board should study funding alternatives for the library and make recommendations to the City Council about stable financing in the future.*

26.   *The Sweet Home Public Library should begin record keeping on circulation of materials to non-resident library cardholders.*

27.   *The Friends of the Library should continue their fund-raising efforts in order to supplement the library's budget by funding services and activities which could not be afforded within the constraints of the normal operating budget.*

III. DESCRIPTION OF SWEET HOME

Introduction

The Sweet Home valley was settled by American pioneers beginning in 1851, and the city of Sweet Home was incorporated in 1893. At one time, the Santiam Indians had a flourishing civilization in this area through which the South Santiam River flows, and there were still native Americans living in the immediate vicinity when homesteads were being claimed and settled in the mid-nineteenth century. The Sweet Home Valley's natural boundaries, The Cascade Mountains, Marks Ridge, Fern Ridge, and the Calapooia River, served to isolate the city of Sweet Home from large scale settlement, unlike other cities in Linn county. Farming and raising stock formed the first economic base in Sweet Home. Timber industry operations were started early in the settlement period, but it was not until the period of the 1930's, '40's, and '50's, that Sweet Home's modern sawmill industry boomed. One further twentieth century development which brought growth to Sweet Home was the building of federal dams on the Calapooia and Santiam rivers.

In this section, Sweet Home's population will be described in terms of socioeconomic factors and a brief overview of the finances and economy of the city will be presented. Information was obtained from the following sources:

- 1980 Census of Population and 1970 Census of Population, United States Department of Commerce, Bureau of the Census.
- Summary of Assessment and Tax Roll, 1986-87, Linn County Assessor's Office.

- Business and Employment Outlook, JTPA District 4, State of Oregon, Employment Division, 1986.
- Sweet Home's Population and Economic Resources, University of Oregon, Bureau of Municipal Research and Service, 1959.
- Sweet Home in the Oregon Cascades, by Margaret Standish Carey and Patricia Hoy Hainline, Calapooia Publications, 1979.
- Profiles of Progress: Sweet Home, by Roy A. Elliott, self-published, 1971.

Population

The population of Sweet Home at the turn of the century was approximately 300 persons. Several factors in the 1930's stimulated growth in Sweet Home. Completion of the arterial highway -- Route 20, the completion of laying tracks for freight rail service, pre-World War II demand for lumber, and technological improvements in the timber industry began a surge of growth which is reflected in Sweet Home's population statistics. Another surge in population took place between 1970 and 1980. The population has dropped only slightly during the 1980's, despite the faltering economy in Oregon. Figure 1 illustrates the changes in Sweet Home's population for selected years between 1940 and 1986.

Figure 1

POPULATION of SWEET HOME: SELECTED YEARS
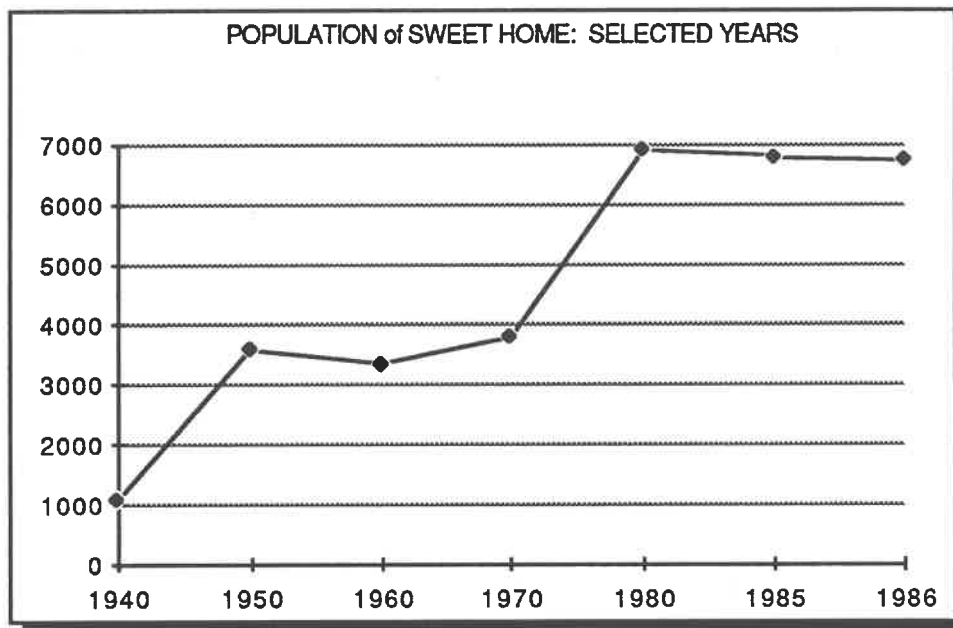
The 1980 Census enumerated 10,464 persons in the Sweet Home Census Division, which includes the city as well as rural area surrounding the city. It can be assumed that the population in this area, which is most likely the natural service area of the Sweet Home Public Library, is approximately the same today.

Figure 2 illustrates the population of Linn County for selected years from 1940 through 1986.

Figure 2
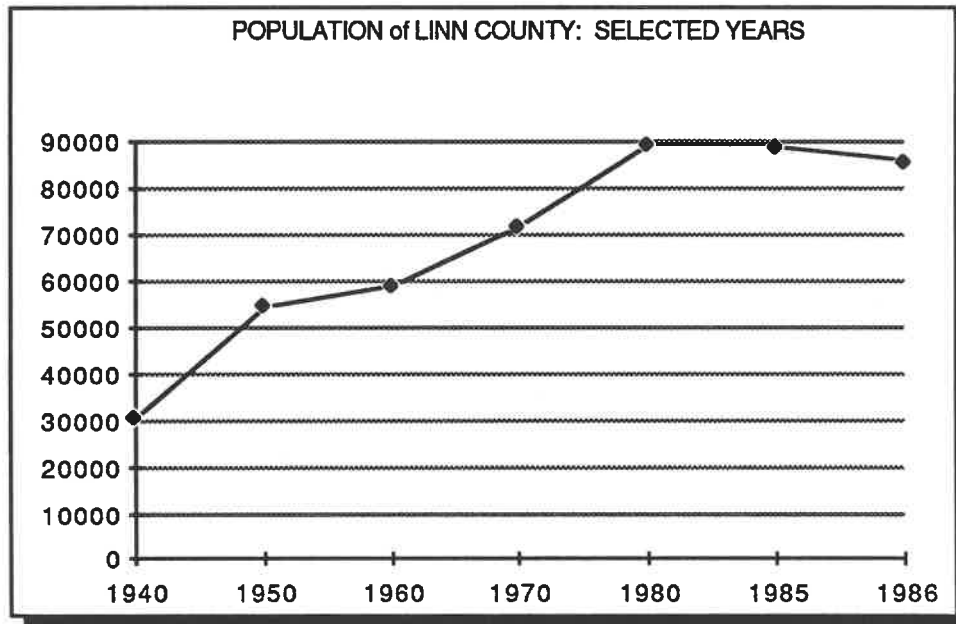
It can be observed by comparing Figure 1 and Figure 2 that Sweet Home's growth rate between 1940 and 1980 did not follow the steady rise that Linn County experienced, but was more affected by factors influencing the local situation.

Population Characteristics

It is useful when evaluating library services to know the age groups that the total population breaks down into. The 1980 Census is the most recent source of this information. Figure 3 illustrates the population of Sweet Home by age groups.

Figure 3

SWEET HOME POPULATION by AGE GROUPS: 1980

Age Group	Population
Under 5-14	1720
15-19	599
20-29	1146
30-39	869
40-49	621
50-64	992
65 and over	974
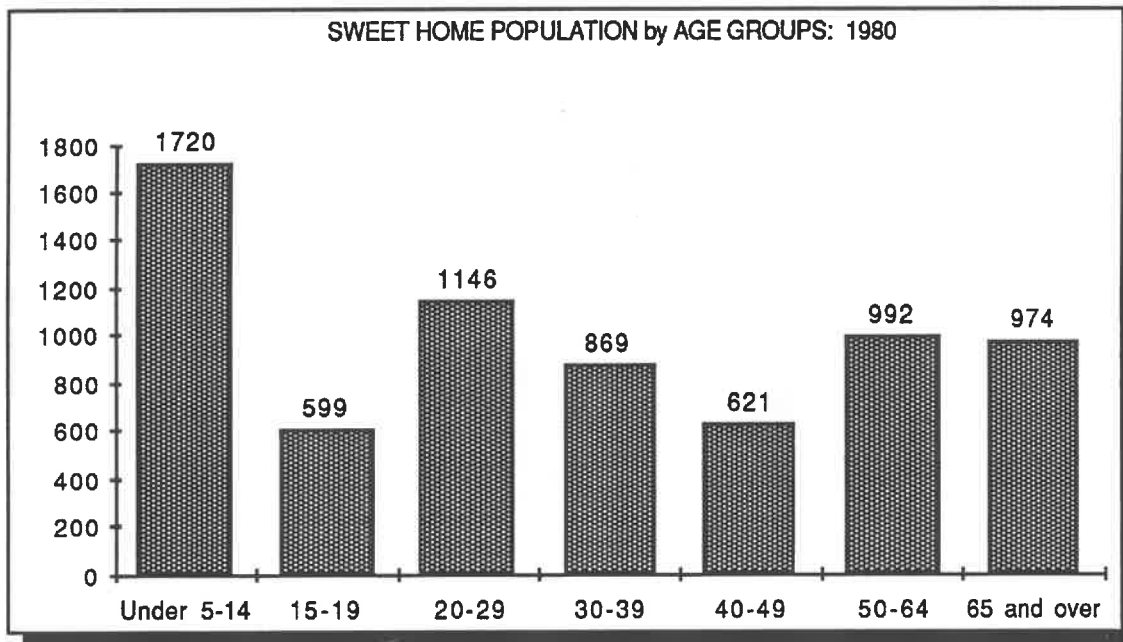
Figure 4 illustrates the above number of persons in Sweet Home's age groups as percentages of the total population.

For the purpose of comparison, Figure 5 provides the age group percentages of the total Linn County population.

Figure 4

PERCENTof AGE GROUPS in SWEET HOME POPULATION: 1980

Legend:
- Under 5-14
- 15-19
- 20-29
- 30-39
- 40-49
- 50-64
- 65 and over

14%
24%
14%
9%
9%
13%
17%

Figure 5

PERCENTof AGE GROUPS in LINN COUNTY POPULATION: 1980

Legend:
- Under 5-14
- 15-19
- 20-29
- 30-39
- 40-49
- 50-64
- 65 and over

11%
24%
14%
9%
9%
15%
17%

14
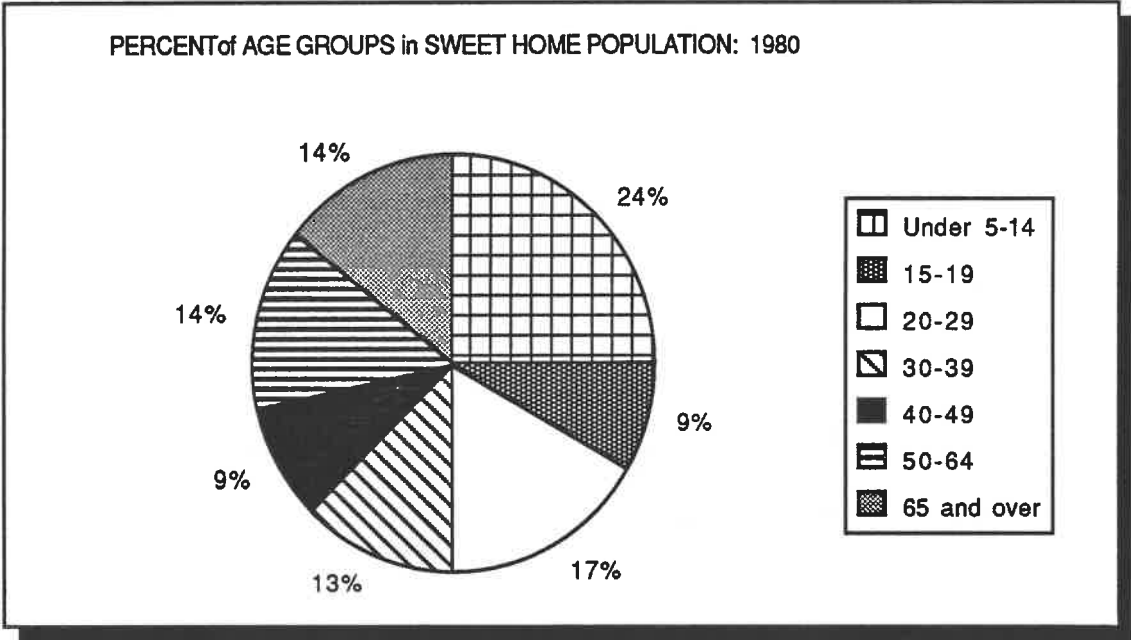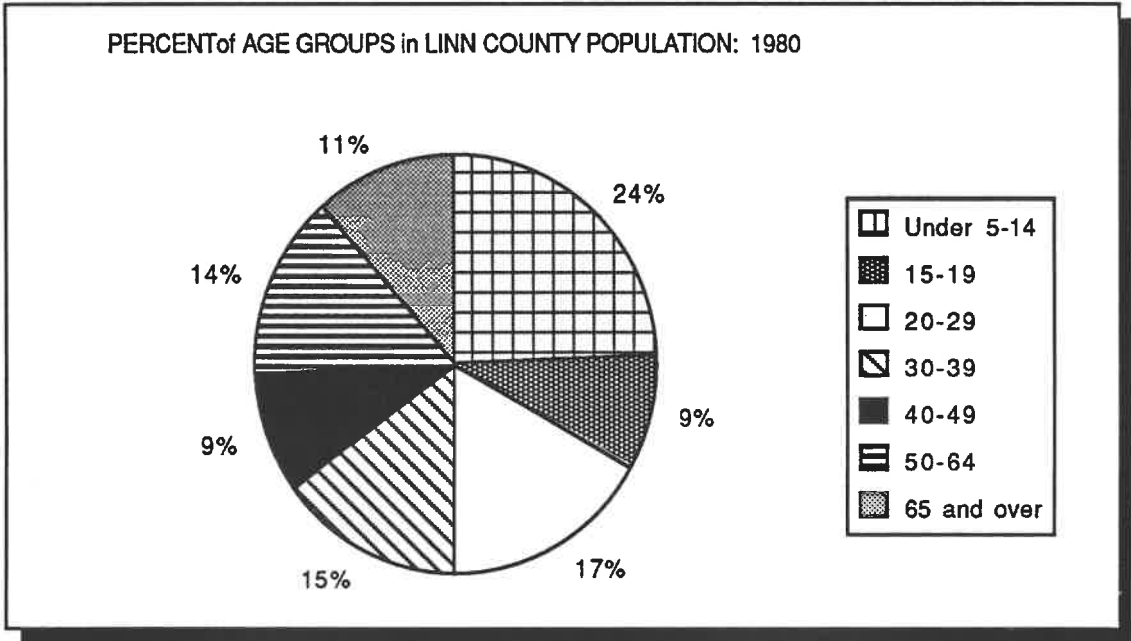
It can be seen that Sweet Home has a lower proportion of persons aged 30 through 39 and a higher proportion of persons over 65 than the general Linn County population.

Classifying the population of Sweet Home according to race, the 1980 Census tabulated the following: 6,782 white persons, and 105 persons of Spanish origin.

Educational Characteristics

The educational characteristics present in a community also affects planning for the provision of library service. According to the 1980 Census, 97.8% of Sweet Home's seven through fifteen year old children were enrolled in school, as were 88.1% of sixteen and seventeen year olds. This compares with 99.1% of Linn County's seven through thirteen year old children enrolled in school in 1980, 98.1% of fourteen and fifteen year olds, and 86.8% of sixteen and seventeen year olds.

Of Sweet Home's civilians aged sixteen through nineteen who were not enrolled in school in 1980, 18.4% were not high school graduates. Of Linn County's civilians in the same age group who were not enrolled in school, 15.1% were not high school graduates.

Of Sweet Home's population twenty-five years old and older, 59.4% were high school graduates in 1980, and 8% had completed four or more years of college. Linn County's comparable percentages in 1980 were 69.5% of twenty-five year olds were high school graduates, and 10.6% had completed 4 or more years of college.

Occupations and Industries

The 1980 Census counted 2,860 of 5,053 persons aged sixteen and over in the

civilian labor force. Of these, 2,377 were employed. Figure 6 illustrates the number of

Sweet Home's employed persons as categorized by class of worker.

Figure 6

CLASS OF WORKERS in SWEET HOME: 1980

Class of Worker	Number
Private Wage & Salary	1594
Federal Govt.	140
State Govt.	79
Local Govt.	265
Self-employed	281
Unpaid Family Worker	18
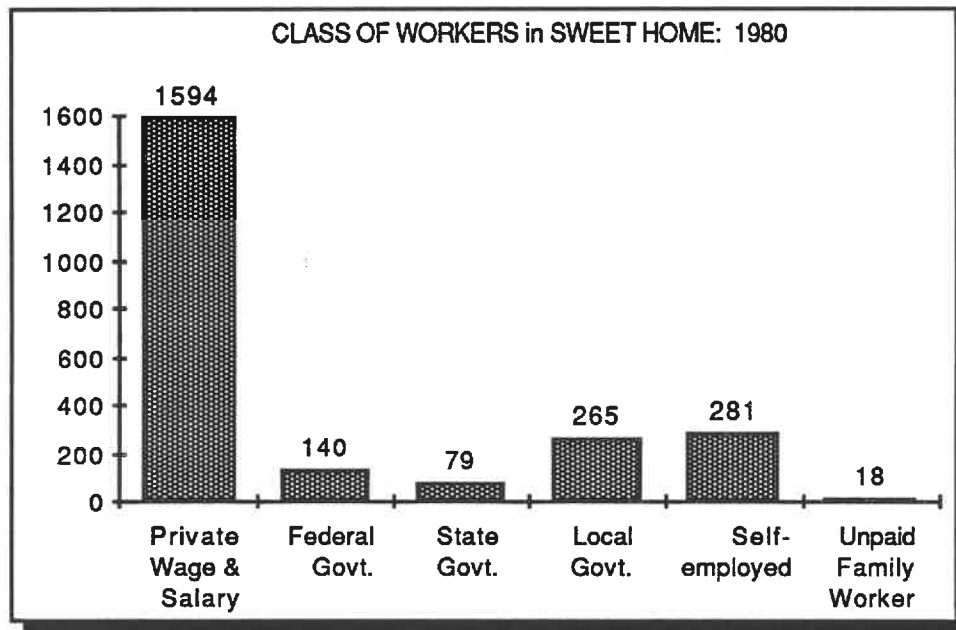
The same 2,377 employed persons were categorized as working in certain industries.

Figure 7 illustrated the breakdown by industry.

Figure 7

INDUSTRY OF EMPLOYED PERSONS in SWEET HOME: 1980

Category	Value
Agric., Forest., Fish.	129
Construc. & Mining	91
Manuf.	873
Trans. & Util.	71
Wholesa. Trade	60
Retail Trade	373
Finance, Insur., Real Est.	101
Service	593
Public Admin.	86
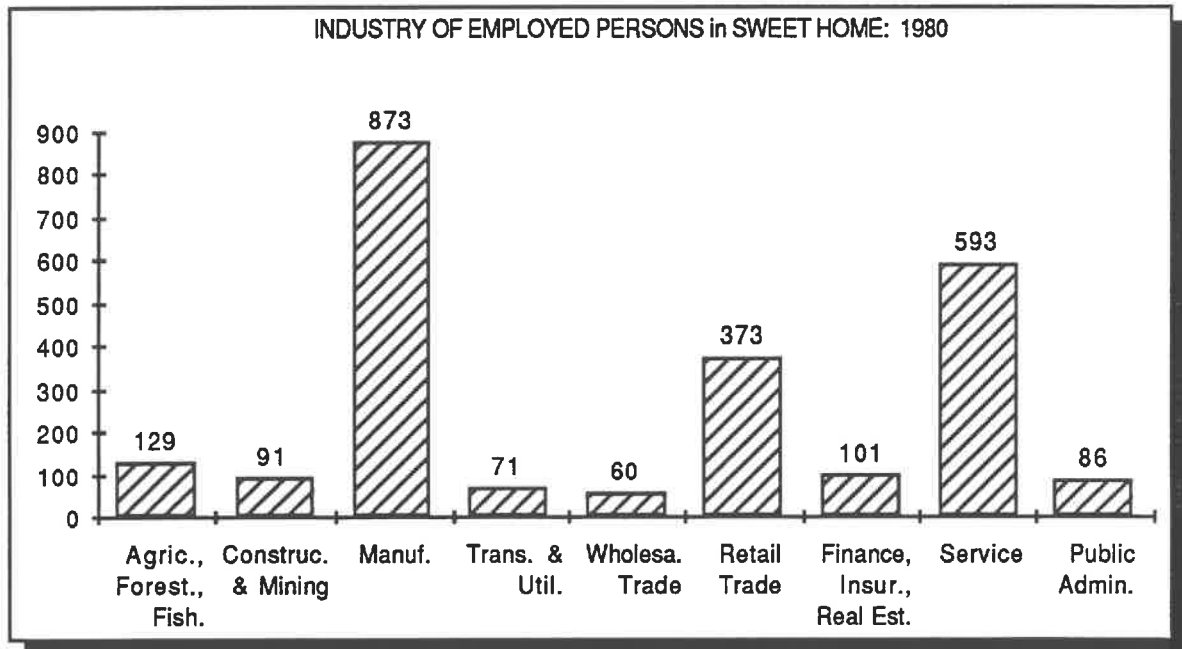
Within the manufacturing category are furniture, lumber, and wood products workers, as well as metals industries workers. It is assumed that the bulk of workers categorized in the manufacturing industry are connected to the timber industry. Food stores and eating establishments are categorized under retail trade. Within the service category are business and repair services, as well as personal services, entertainment and recreation services, and professional services such as health care and education. The bulk of employed persons in the service industry were health (121) and educational (255) service providers.

Unemployment, Income, and Poverty Levels

There was a perception expressed during the onsite interviews that the population of Sweet Home was hard hit in the economic downturn of the 1980's in Oregon. There is some evidence available which supports this perception.

The Oregon Employment Division, Research and Statistics Section, compiles statistics on unemployment. Their statisticians do not calculate unemployment rates for individual cities, but for counties only. Figure 8 illustrates the Employment Division's figures on the unemployment rate in Linn County in the 1980's as compared with the statewide unemployment rate.

Figure 8

UNEMPLOYMENT RATE: SELECTED YEARS

The 1986 rate is a preliminary figure which is subject to revision by the Employment Division. It can be seen that while the Linn County unemployment rate follows the same general pattern as the overall rate for Oregon, it is between two to three percentage points higher than Oregon's unemployment rate. It is assumed that the unemployment rate for Sweet Home would mirror the Linn County pattern. Considering the lower income levels and higher poverty levels in Sweet Home which

are discussed below, it is possible Sweet Home's unemployment rate is even higher
than Linn County's.

The 1980 Census reports figures for income earned in 1979. Figure 9 illustrates the
income levels for the 2,562 households in Sweet Home.

Figure 9

HOUSEHOLD INCOME in SWEET HOME: 1979

Income Range	Number of Households
Less than $5000	445
$5000-$7499	354
$7500-$9999	300
$10000-$14999	382
$15000-$19999	311
$20000-$24999	335
$25000-$34999	219
$35000-$49999	175
$50000 or more	41
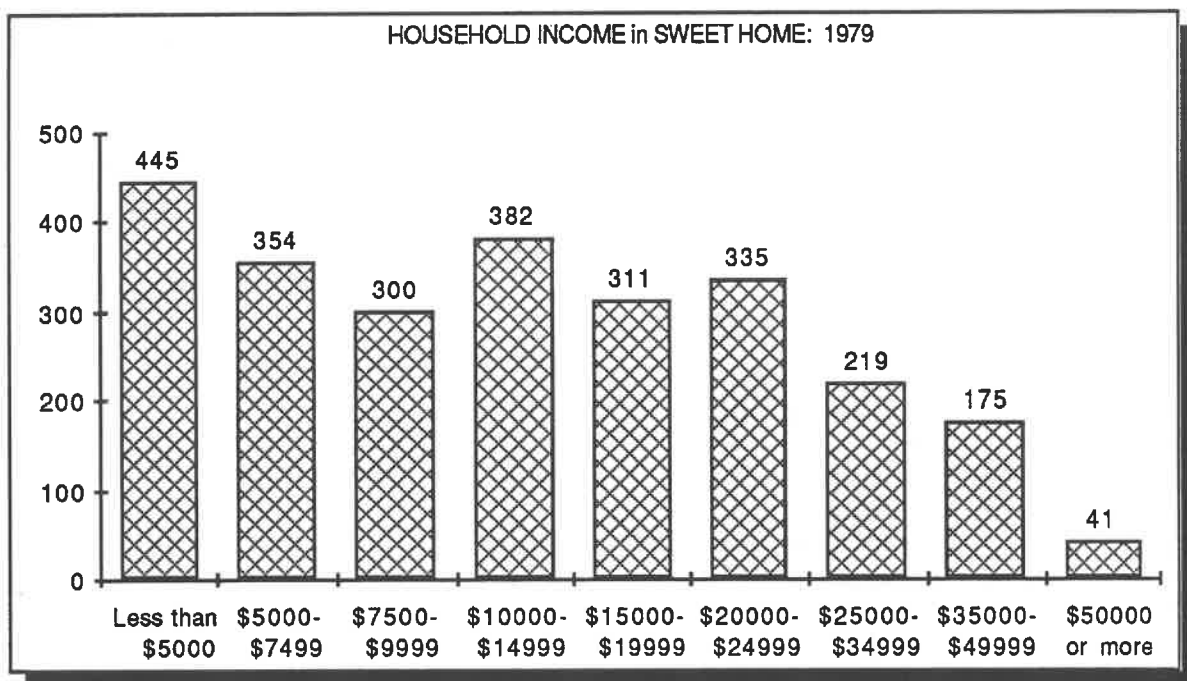
The median household income in Sweet Home, as reported by the 1980 Census, was
$11,827, and the average household income was $15,531. The Linn County median
household income in 1980 was $16,042, and the average household income was
$18,135.

Of 1,884 families in Sweet Home, the 1980 Census listed 328 of them (17.4%) as
having income below the 1980 national poverty level of $7,412 for a family of four.
The percentage of Linn County families falling below the national poverty level in 1980

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was 10.2%. Because the national poverty level is considered too low by some social service agencies, the 1980 Census also reports figures for families with income below 125% of the national poverty level. Four hundred and twenty-two families (22.3 %) fell below this alternate poverty level of $9,265 for a family of four. In Linn County only 14% fell below this alternate poverty level.

Assessed Valuation and Tax Rate

Property in Sweet Home is valued at $119,161,732, according to the Assessor of Linn County's published Summary of Assessment and Tax Roll for the 1986-87 year. City of Sweet Home residents are taxed at the following rates per $1,000 of assessed value by the various local government units providing services:

District	Rate
City of Sweet Home	$ 7.78
Linn County	1.68
School District #55	16.48
Linn-Benton ESD	.69
Linn-Benton Comm. College	1.73
East Linn Health	.37
Sweet Home Cemetery	.33
Sweet Home combined total	$29.06

The tax rate for the City of Sweet Home includes the tax base for the city and the special levies which fund emergency services and the public library. The city is operating with an antiquated tax base and as federal revenue sharing funds have been phased out it has become necessary to fund some support services with special levies.

The residents of the unincorporated areas surrounding the city of Sweet Home pay combined total tax rates ranging between $20.95 and $23.14. The variation occurs depending on which support service districts the unincorporated area is located in.

Summary

Sweet Home is a relatively isolated, small city surrounded by rural farm and forest land. At times in the city's history, due to factors influencing development of certain industries, the population grew in surges before support services and infrastructures were well-developed. Correspondingly, outside influences also held back the city's development when the economy suffered downturns, as in the early 1980's. There are still residual effects of Oregon's economic slump visible in Sweet Home in high unemployment and low income levels, compounding the problems which the City of Sweet Home, as a small taxing unit, would normally experience in providing services to the population. There is guarded optimism that the Sweet Home economy will improve due to announced expansions of several local businesses -- the Sweet Home Stove Works and Santiam Wood Products.

IV. HISTORY OF SWEET HOME PUBLIC LIBRARY

Introduction

The establishment of the Sweet Home Public Library followed a pattern of development that many public libraries in Oregon and the United States experienced. After an initial beginning by either a local organization or an informal group of citizens, the library was maintained by volunteers and existed through donations of books and fund-raising activities. Over time, the need for planning and stability for the library was perceived, and local government's role in providing public library service became more critical. The following brief history of the Sweet Home Public Library highlights the library development activities in Sweet Home.

Information in this section was obtained during the onsite interviews, from Oregon Public Library Statistical Reports, from the book, Sweet Home in the Oregon Cascades by Margaret Standish Carey, and the Oregon Index and library development files at the Oregon State Library.

Establishment of the Sweet Home Public Library

It was the local Parent - Teachers Association which first realized the need for a public library in Sweet Home in 1941. A PTA committee studied the feasibility of starting a library and according to published reports the PTA donated seed money in the amount of $25.00. A Sweet Home Library Association was organized with a five member board on March 16, 1942. The first Statistical Report submitted to the State Library for the fiscal year from July 1, 1942 through June 30, 1943, notes September 19, 1942 as the date of establishment. Income listed on the first Statistical Report was $50 from the PTA, $91 in dues, $10 from individual donations, $5 from the Garden Club, $1.86 from

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a Silver Tea, $10.90 in fines, $32.40 from the rental collection and $2.50 from the sale of plywood left over from re-modeling the library room. The Board of the Library Association arranged to house the library in an unused room in the old City Hall, a former barn. The library was open from 2 - 5 P.M. on Tuesday, Thursday, and Saturday afternoons. The library served 1,090 people living in Sweet Home and about 2,000 more persons living in the rural area surrounding the city. The library owned 753 books and circulated 1,233 books and magazines that first year.

By the 1945-46 fiscal year the Library Association had begun requesting funds from the City of Sweet Home. That year the city contributed funds in the amount of $175 to the library and this amount increased slowly each year thereafter. A new City Hall was designed in 1953 and room for a library was included in the plans. When the new building was completed in 1954 the City of Sweet Home took over responsibility for the library and appointed a new library board. According to the Statistical Report for FY 1953-54, the city's population had grown to 3,603, the number of books owned had increased to 3,540, and circulation had increased to 10,162 items per year. The library was still open 9 hours a week. The city contributed $750, the Sweet Home Woman's Club -- which had begun sponsoring the library in 1950 -- donated $77.45, and the local Frontier Days celebration contributed $3,012.98 for furnishings for the new library. The following year donations from the Willamette National Lumber Company -- $500, the Hill Timber Company -- $1000, and the Santiam Lumber Company -- $500, were used to expand the materials collection of the new library.

Development of the Sweet Home Public Library

An adequate library facility became the uppermost need as the city, and library services, continued to grow. In 1968 the answer to this need was provided by the

passage of a bond measure to fund the city's matching portion of a federal Library Services and Construction Act Title II grant project. The bond measure was approved by the voters in the amount of $92,000, through the efforts of the library board members who carried out a thorough, city-wide information campaign about the measure. The grant itself provided $88,392, for a total building project cost of $180,392. The planners of the new library building wisely designed the building to meet space requirements for serving populations projected twenty years into the future. The building is still adequate in size for the current population. The building officially opened on November 23rd, 1969 with Governor Tom McCall giving the dedication address.

Another LSCA grant was received in 1969 as well. Title I of LSCA is dedicated to improving public library services and a grant of $2,451 was made to the Sweet Home Public Library for purchasing adult non-fiction books. The city provided matching funds of $2,450. A much smaller grant for the same purpose was received in 1971, again matched with funds from the city. The total amount of this grant was $128, $60 of which was federal money. In 1973 the city again provided matching money for a more substantial LSCA Title I grant to improve the reference and local history collections. Sweet Home's $2,450 was matched with federal funds of $2,451 to add $4,901 worth of books to the collection. The City of Sweet Home has been alert to the possibilities of grant funds from the federal government, and has generously supported the library with matching funds for these grants.

Section V of this report, "Library Resources/Services in the Sweet Home Public Library" describes the Sweet Home Public Library of today, and includes a description of funding difficulties in recent years.

V. LIBRARY RESOURCES/SERVICES IN THE SWEET HOME PUBLIC LIBRARY: FINDINGS AND SHORT-TERM RECOMMENDATIONS

Introduction

The following description of the Sweet Home Public Library is based on resource input and service output measures as obtained from the <u>Oregon Public Library Statistical Report</u> submitted by the library, from statistics recently compiled in-house at the library, as well as from information about services and procedures as observed during the consultant's site visit. The findings about resources and services are described and illustrated first for Sweet Home Public Library over time, and then compared with libraries serving similar-sized populations. The short-term recommendations follow the discussion of each finding. Short-term recommendations are those which can be implemented with a minimum of planning, expense, and/or re-structuring. An evaluation of the reference collection and reference services in the Sweet Home Public Library, including interlibrary loan activity, which would normally be discussed in this section along with other library resources, is treated separately in the next section of the <u>Project Report</u>.

Comparison Libraries

To illustrate how public libraries are faring, it is sometimes useful to compare them to other libraries. The most valid comparisons are those which are drawn with libraries which are similarly organized and serve similar sized populations. The libraries chosen to provide comparison data with the Sweet Home Public Library are six municipal libraries serving populations very close to the population of Sweet Home. Two county libraries in the same population range were not chosen as comparisons since their organization as county libraries does not correspond to the organization of

city libraries. The comparison libraries are Driftwood Public Library in Lincoln City,

W.A. Woodard Memorial Library in Cottage Grove, Bandon Public Library, St. Helens

Public Library, Coquille Public Library, and Monmouth Public Library. Figure 10

illustrates the populations served by the comparison libraries.

Figure 10

COMPARISON POPULATION SERVED: FY 85-86
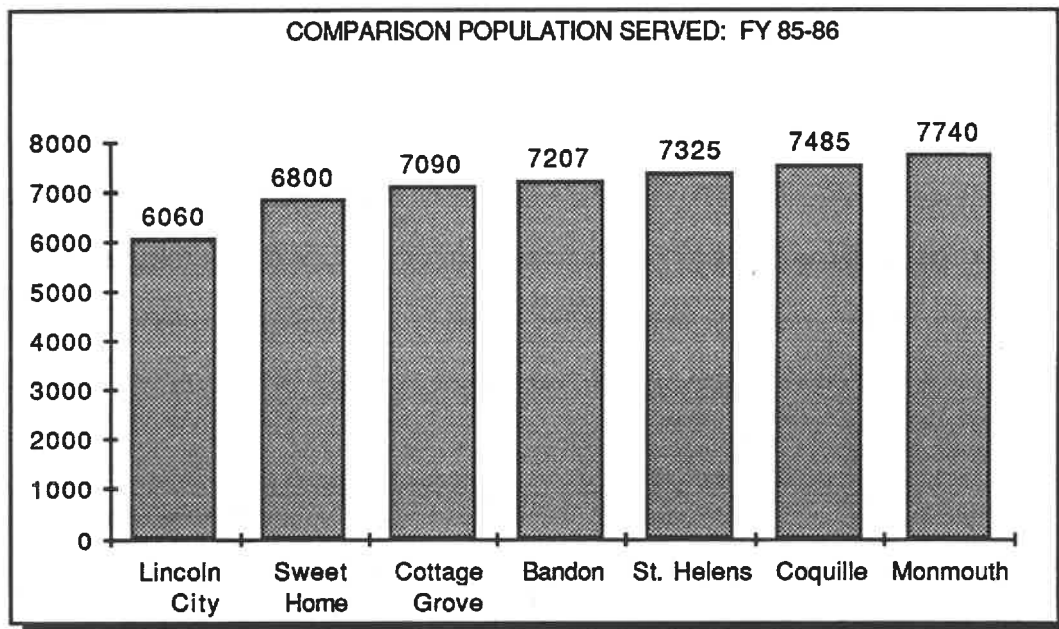
Library Income and Expenditures

The Sweet Home Public Library is presently funded by a two-year serial levy which

was put before the voters by the city in June, 1986, and approved by the voters as

dedicated funding for the library. Of 2,960 registered voters, 1,604 turned out to vote

and the levy won by a vote of 974 to 630. The levy was in the amount of $69,000 for

each of two years. The levy became operational in FY 1986-87. This special levy

signifies a commitment by the citizens of Sweet Home to return their library to full

funding after several years of financial difficulties in city government.

Sweet Home Public Library expenditures had been on a slow decline since
FY 1981-82, but it was in 1984 that drastic cutbacks took place. For several years prior
to the passage of the current levy the city had been operating the library on a reduced
budget. This crisis in funding was heightened dramatically in FY 1984, when a
supplemental operating levy for the city failed and many city services were curtailed.
The library was closed for a period of one month during the last half of September,
1984 and the first half of October, 1984. The public rallied to the support of the library
and a public outcry at a City Council meeting brought some results. The financial
arrangement which allowed the library to reopen in the latter half of October was that
the city would cover the costs of maintaining the building and paying for one FTE
professional librarian to staff the library. A newly organized Friends of the Library
would provide volunteers to assist the librarian and organize fund-raising events, the
profits of which would be dedicated to buying books.

Because of the steady decline in expenditures on the library, Sweet Home has not
been eligible to receive Public Library Development "per capita" grant funds from the
State Library in recent years because the "maintenance of effort" requirement has not
been met. Figure 11 illustrates the Sweet Home Public Library's expenditures for
FY 1980-81 through FY 85-86 and also illustrates anticipated expenditures in
FY 86-87. Total operating expenditures are illustrated, as well as expenditures in the
"supplies" line item -- of which the major portion is expenditures on books. It appears
that the city of Sweet Home did fund some book purchases in the reduced budgets
approved since 1984. The Friends of the Library raised $2,845 through various
fundraising activities since October, 1984, which was dedicated to buying books and
which is not reflected in Figure 11.

Figure 11

SWEET HOME PUBLIC LIBRARY EXPENDITURES: SELECTED YEARS
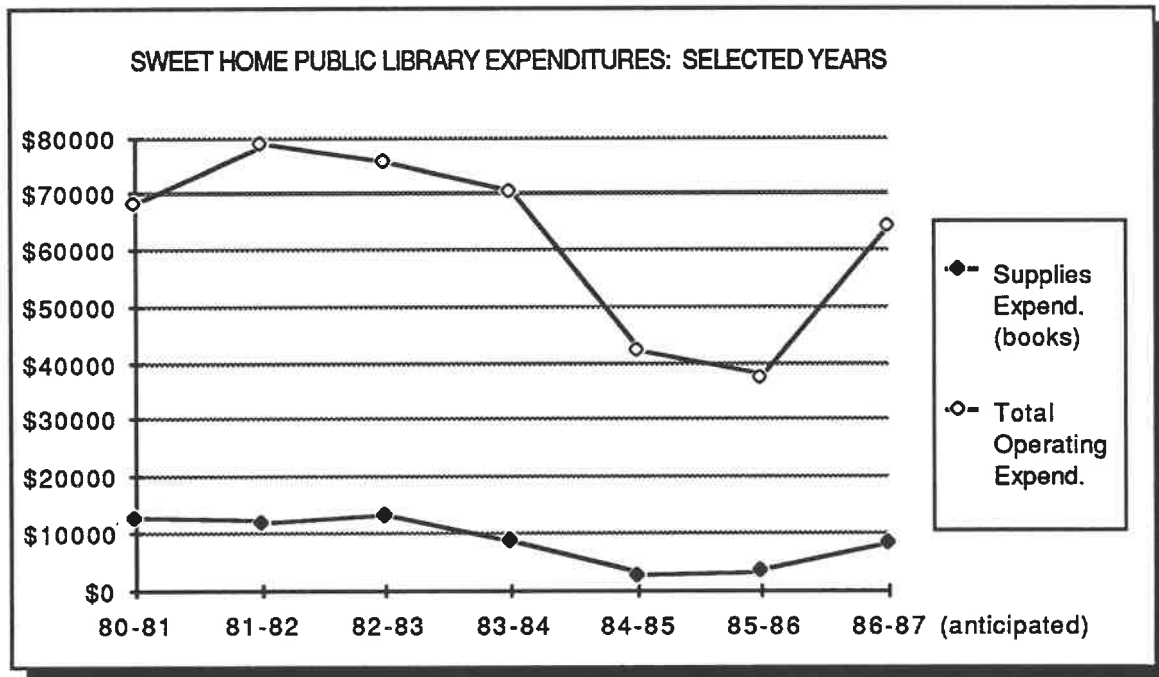
The current operating budget for the library is $64,066, of which $8,000 has been designated to the supplies line item for book purchases.

"Per capita expenditures" is an important statistic used for comparing library support among libraries serving different sized populations. With the decline in the library budget, it is obvious that over the years per capita expenditures in Sweet Home declined as well. Figure 12 illustrates the per capita expenditure on the Sweet Home Public Library in selected years. Figure 13 illustrates the per capita expenditures of Sweet Home and the comparison libraries in FY 85-86.

Figure 12

SWEET HOME PUBLIC LIBRARY PER CAPITA EXPENDITURES: SELECTED YEARS

Year	Per Capita Expenditure
80-81	$9.81
81-82	$11.11
82-83	$10.92
83-84	$10.38
84-85	$6.11
85-86	$5.52

Figure 13

COMPARISON of PER CAPITA EXPENDITURES: FY 85-86

| City	Per Capita Expenditure
Lincoln City	$18.76
Sweet Home	$5.52
Cottage Grove	$13.55
Bandon	$10.84
St. Helens	$8.88
Coquille	$13.03
Monmouth	$14.83

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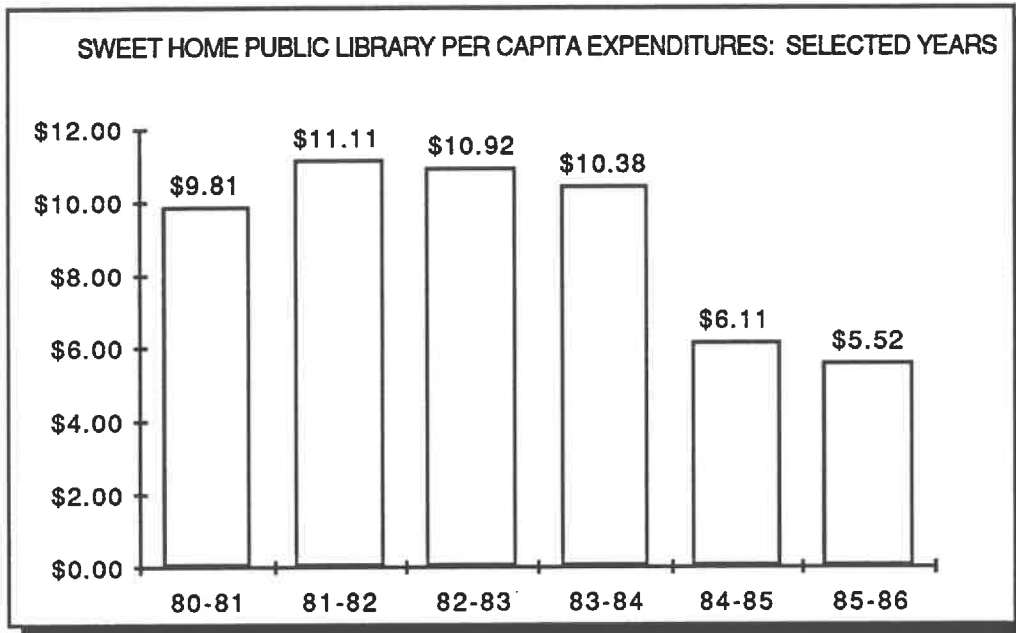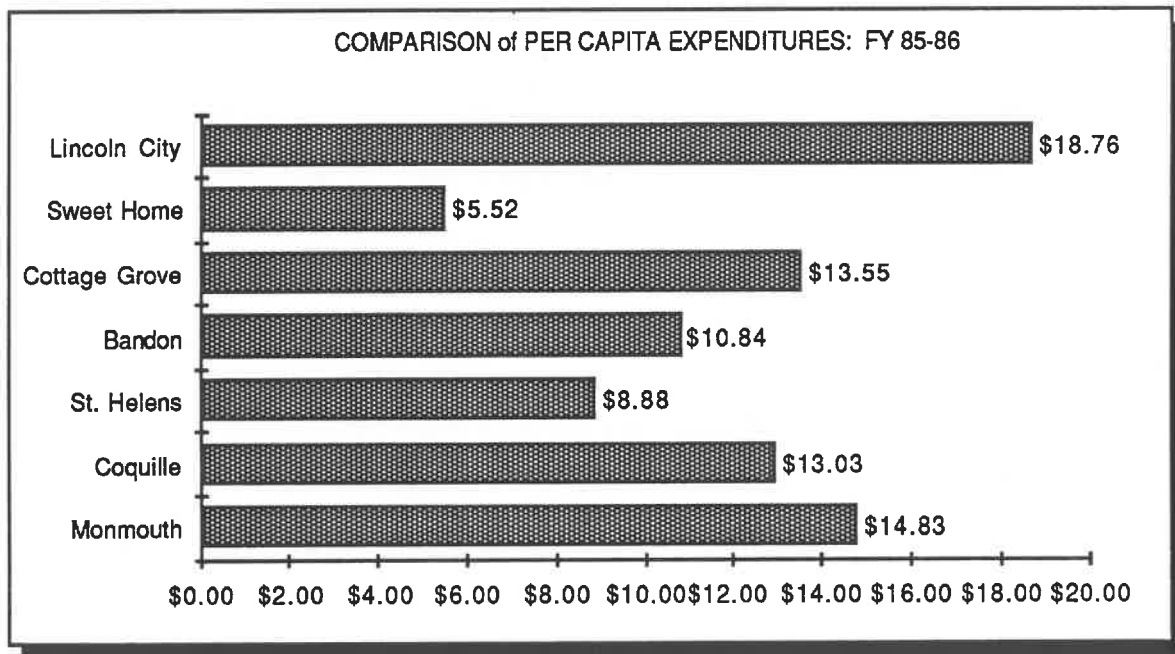
It can be seen that in FY 85-86 Sweet Home's per capita expenditure was significantly less than that in the libraries chosen for comparison purposes. If Sweet Home expends its entire budgeted amount of $64,066 in this current fiscal year, it is estimated that its per capita expenditure in FY 86-87 will be $9.49. This would compare more favorably with the present per capita expenditure figures of the comparison libraries, although Sweet Home would only move from lowest in the comparison to second-to-lowest. The statewide average per capita expenditure for all sizes of public libraries in FY 1985-86 was $11.86.

Recommendations concerning overall funding will be offered in Section VII, "Governance and Funding: Recommendations for Improved Service", including some long-term recommendations. In the short term, it is hoped that if the city cannot resume funding the library from the city general fund, a special library levy will continue to be offered to the voters. As will be seen in this evaluation report, it is imperative that stable support for the Sweet Home Public Library be established in order for library resources and services to develop to their fullest potential. It is also the case that if expenditures are maintained the library will be eligible for Library Development grants from the State Library. It is advisable that local support be maintained in order for the residents of Sweet Home to benefit from this program of state aid to public libraries.

Library Building
The present Sweet Home Public Library building was opened for service in 1969. The total cost of the library was $180,392 of which $88,392 was federal Library Services and Construction Act Title II grant funds. The new building was designed to be adequate in size for at least twenty years. Although the population of Sweet Home at the time the building was designed was approximately 3,700 persons, the square

footage of the new facility met suggested guidelines for serving approximately 8,200

persons. Suggested guidelines for determining minimum space requirements were

approved by the American Library Association in 1962 as part of the Interim Standards

for Small Public Libraries: Guidelines Toward Achieving the Goals of Public Library

Service. The guidelines recommend that libraries serving populations under 2,499

contain a minimum of 2,000 square feet; for populations of 2,500 to 4,999 the

guideline is 2,500 sq. ft. or .7 sq. ft. per capita (whichever is greater); for populations of

5,000-9,999 the guideline is 3,500 sq. ft. or .7 sq. ft. per capita (whichever is greater).

The library building has a total of 5,757 square feet of which 4,359 square feet are

available for library service purposes. This amount of space being available for public

library service is a major asset for the citizens of Sweet Home. Figure 14 illustrates the

square footage of Sweet Home and the six comparison libraries.

Figure 14

COMPARISON OF SQUARE FOOTAGE IN LIBRARIES: FY 85-86

| Library	Square Footage
Lincoln City	2930
Sweet Home	5757
Cottage Grove	2192
Bandon	2106
St. Helens	3800
Coquille	2863
Monmouth	3500
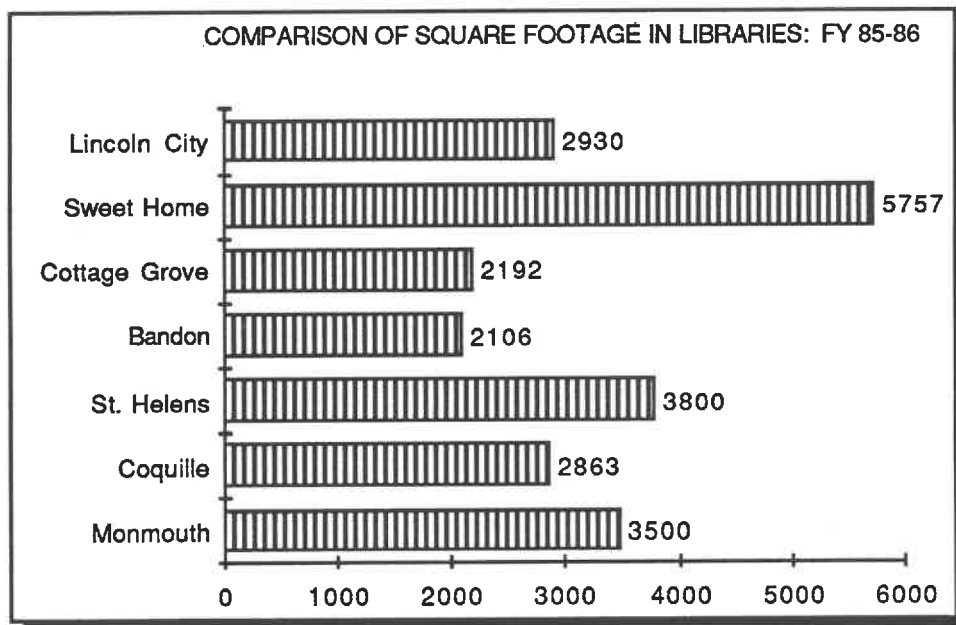
Note that the Driftwood Library in Lincoln City has not reported access, storage or custodial space in their figure and that Bandon Public Library is currently expanding their building with an addition of 2,335 square feet.

The Sweet Home Public Library is a still-modern looking brick building in a convenient location just two blocks off Main St. in the downtown section of Sweet Home. It is next to the Post Office building and within view of City Hall. The parking situation appears to be adequate with a small parking lot and available street parking. The building has a set of stairs at the front entrance but is accessible to the physically handicapped through a side entrance. There is one walk-up bookdrop and one drive-up bookdrop. There is a metal public library sign above the front door which is visible from a distance. The hours of library service were posted on a handwritten sign on the front door.

The interior floor space is covered with a combination of linoleum and carpet. The lighting throughout the interior is by fluorescent ceiling lamps. There is an adequate number of study tables and chairs in good condition in the main section of the library as well as in the children's section. There are bright floor cushions which can be used during programs in the children's section. The interior signage is via a thematic system of small signs which have a drawing of a cat and information about the section in which each sign is posted. These signs are not legible from a distance. Signs pointing to general areas of the library, for example, the children's section, are lacking. The children's section is around the corner from the front entrance lobby and not immediately visible. There are windows between the lobby and the children's section which were covered up with posters and pictures visible from the children's side.

There is adequate space for staff with an office, an L-shaped workroom and a lunchroom which is presently being used for storage. There is a staff restroom as well as two public restrooms. There is a meeting room which can hold approximately fifty persons. There are tables and comfortable chairs in the meeting room so that it can serve as an additional reading and study area. There is ample display and exhibit space, with built-in display windows in the workroom for street viewing and in the circulation desk, and larger display cases in the lobby and meeting/reading room. There is wall space which can be used for art exhibits in the library, and a well-organized and very large bulletin board in the lobby with labelled sections for Information and Referral, Events, and Education.

There appears to be an adequate number of electrical outlets. There appears to be comfortable heating and air-conditioning by a natural gas system. The library appears to be adequately equipped. There are two telephones sharing one line, an IBM electronic memory typewriter for staff use, a photocopy machine which the library owns for both staff and public use, an opaque projector for in-library use, microfiche and microfilm viewers, engraving machines and Polaroid cameras for check-out, and a magnifier for visually impaired persons to use.

The building is cleaned twice per week by the city janitorial staff. The city Public Works Department works on larger maintenance projects. A new roof is seen as a necessary project in the near future.

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RECOMMENDATIONS
Improve exterior and interior signage at the Sweet Home Public Library.

Visible and readable name and "hours open" information is very important for attracting the maximum number of library patrons and informing them of the hours of library service. The Sweet Home Public Library has a very handsome metal library

sign but the only notification to the public of the service hours is a handwritten sign posted on the front door which could not be read from a distance. It is recommended that this sign be replaced with a larger, professionally-produced, service hours sign in a location which is visible from the street.

Well-designed and readable interior signage is important for directing library users to the section of the library they need. While the signage system currently in-use is consistent and neat, the lettering is quite small, and key areas of the library (for example, the card catalog, adult fiction and non-fiction areas, the children's section) cannot be located easily upon entering the library. It is suggested that different types of interior signage be investigated, either by visits to other libraries or by consulting library supply catalogs, for an attractive and readable system of lettering appropriate to the Sweet Home Public Library interior.

Improve the lighting in the Sweet Home Public Library and consider other methods of brightening the interior.

Several factors contribute to an overall impression of interior darkness in the Sweet Home Public Library. Because of the high ceiling and the system of fluorescent ceiling lighting installed in the Sweet Home Public Library there appears to be some dark spots in certain sections of the library. The dark brick visible on the interior and the translucent, but not transparent, amber windows also serve to darken the interior atmosphere.

It is understood that an energy conservation measure permanently dimmed some of the fluorescent bulbs in the ceiling lighting system several years ago, and that there has been a recurring problem of replacing burned out ceiling bulbs promptly. These problems are already recognized by the library board and staff. It is recommended that continued attention be paid to improving the lighting in the library in order to eliminate dark spots and provide well-lit study and reading areas. It is suggested that table lamps be considered for use as needed on the study tables. Replacing the amber windows, installing skylights or additional transparent windows, painting the interior bricks, and/or other alternatives should be evaluated in terms of structural and financial feasibility, as methods of brightening the interior of the Sweet Home Public Library.

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Service Hours

Public service hours are the hours that a library is open during the week to provide direct service to patrons. The cuts in funding at the Sweet Home Public Library over the years have affected the number of hours the library is open. The library was open 51 hours in FY 80-81 and maintained an adequate level of public service hours until

1984 when the library was closed. After re-opening, the library was open for 24 hours

a week with the help of volunteers. This was increased to 33 hours in the FY 85-86

year and up to 39 hours in FY 86-87. The suggested standard for public service hours

proposed in Interim Standards for Small Public Libraries for libraries serving

populations between 5,000 and 9,999 is 30 - 45 hours per week, including some

evening hours. Figure 15 illustrates the public service hours maintained by Sweet

Home and the comparison libraries in FY 85-86. Sweet Home Public Library's current

hours are also included on the chart.

Figure 15

COMPARISON PUBLIC SERVICE HOURS: FY 85-86

| Library	Hours
Lincoln City	46
Sweet Home FY 86-87	39
Sweet Home FY 85-86	33
Cottage Grove	44
Bandon	48
St. Helens	34
Coquille	54
Monmouth	46
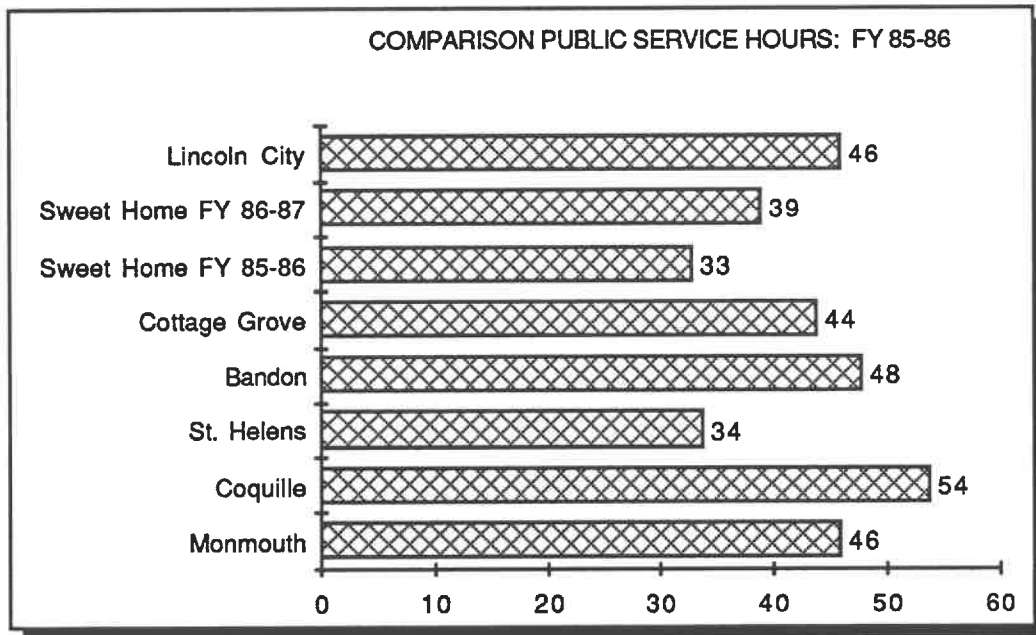
With the increase to 39 hours that was implemented in Sweet Home this past summer,

the library is well within the aforementioned recommended guideline for public service

hours, and is maintaining an easy-to-remember regular schedule of hours with

adequate evening and weekend hours.

Staff

The staffing of a public library is critical to the quality of service it can provide to the public. Interim Standards for Small Public Libraries recommends that one staff member (full-time -- based on a 40 hour work week, or equivalent -- part-time staff totaling a 40 hour work week) should be the minimum for each 2,500 persons in the library service area, and that a library serving 5,000 to 9,999 should have three to five FTE (full-time or equivalents), one of which should be a librarian who holds a Master of Library Science degree from a school accredited by the American Library Association.

In the past, Sweet Home Public Library met this recommended guideline for personnel. Sweet Home Public Library's first professional librarian was hired in 1969 and the second library director with an MLS was hired in 1973. In FY 80-81 the library was operated by one full-time professional librarian and four part-time library aides for a total of three FTE staff. When the library re-opened in October, 1984, following the funding crisis, only the full-time professional librarian was retained. Other staffing was in the form of volunteers. In May of 1986, the professional librarian on the staff resigned after 13 years of service. It was approved that three former library aides staff the library as an interim measure until a new library director was hired. The position was advertised in a few low advertising cost sources of job listings since the city was at the end of the budget year and had no money for advertising. The position was advertised as dependent on the outcome of the library serial levy and a librarian with a Master of Library Science degree was sought. When the levy passed in June it was decided to advertise the library director position again to reach a wider market of job applicants. Applications were received in both rounds of the search from seemingly qualified candidates. However, a vacancy in the position of City Manager delayed the hiring process, since it is customary in smaller municipalities for city managers to serve

as personnel officers. The three library aides who had been hired to keep the library open submitted an application to the Mayor and the City Council proposing that they be allowed to share the library director's position. The aides were given a trial period to serve as a librarian/management team and they continue to work in that capacity. The three part-time aides are paid to work a total of forty hours per week, equalling one FTE. Figure 16 compares the number and type of staff at Sweet Home Public Library in the fiscal years 1980-81 and 1986-87.

Figure 16

SWEET HOME PUBLIC LIBRARY FTE STAFF: SELECTED YEARS

No library science professional on staff

1986-87

FTE Other Staff
FTE Professional Staff

1980-81

0.0	0.5	1.0	1.5	2.0
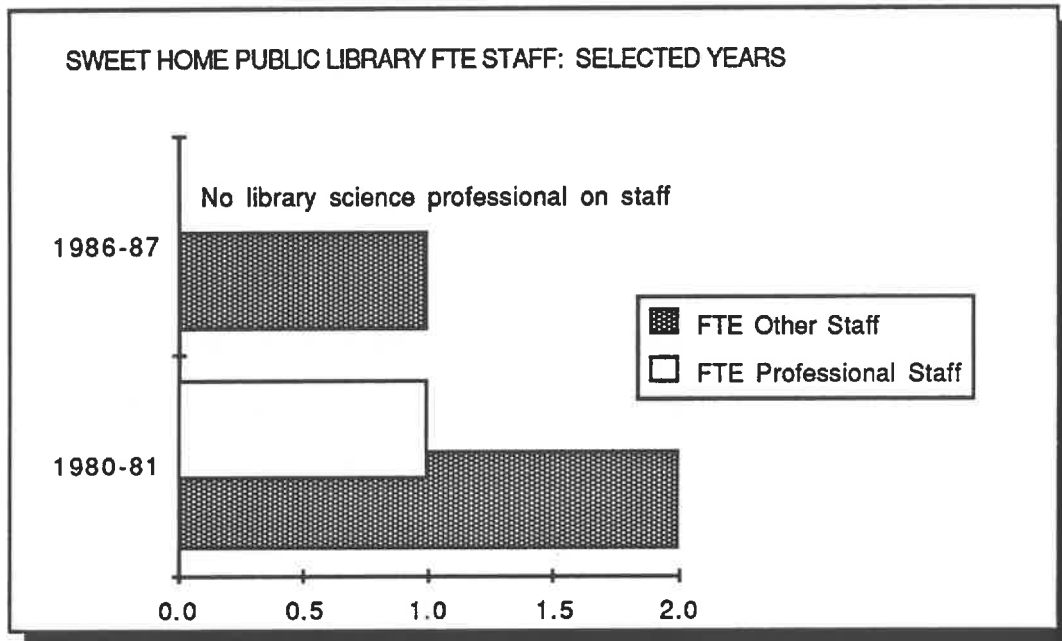
The following figure illustrates the staffing levels in FY 1985-86 at Sweet Home and the comparison libraries.

Figure 17

COMPARISON TOTAL FTE STAFF: FY 85-86

It can be seen that the number of library staff in Sweet Home is considerably below both the personnel guideline quoted above, and the level of staffing at other public libraries. This comparison is particularly striking when the number of staff is viewed alongside the number of public service hours at the libraries. Sweet Home Public Library is open between five and 15 less hours per week than the most of the comparison libraries, as seen in Figure 15, yet the number of FTE staff is significantly below the number of staff at the comparison libraries. Sweet Home has more public service hours than St. Helens Public Library but operates with almost one FTE less than St. Helens. It is recognized that the budget for the library under the first year of the new levy was designed to include one FTE librarian and 3 part-time library aides working a total of 36 hours per week. If this plan should be followed there would be 1.9 FTE on the staff, which still does not meet the recommended guideline.

As anyone involved with libraries knows, there is more to working in a library than checking out books and some of this work can best be performed when the library is closed. Since the library is open 39 hours and the staff work a total of 40 hours, there is only one extra hour in which staff is paid to perform library work when the library is closed. In interviewing the library aides it was learned that they provide between three and twelve unpaid hours of extra work per week. The Sweet Home Public Library does presently utilize volunteers to supplement their staff, which does free the library aides somewhat to perform "behind-the-scenes" library work. Sweet Home reported the second largest number of volunteer hours of the six comparison libraries in FY 85-86 as Figure 18 illustrates.

Figure 18

COMPARISON OF ANNUAL VOLUNTEER HOURS: FY 85-86

| Library	Hours
Lincoln City	2000
Sweet Home	1150
Cottage Grove	900
Bandon	416
St. Helens	440
Coquille	300
Monmouth	584
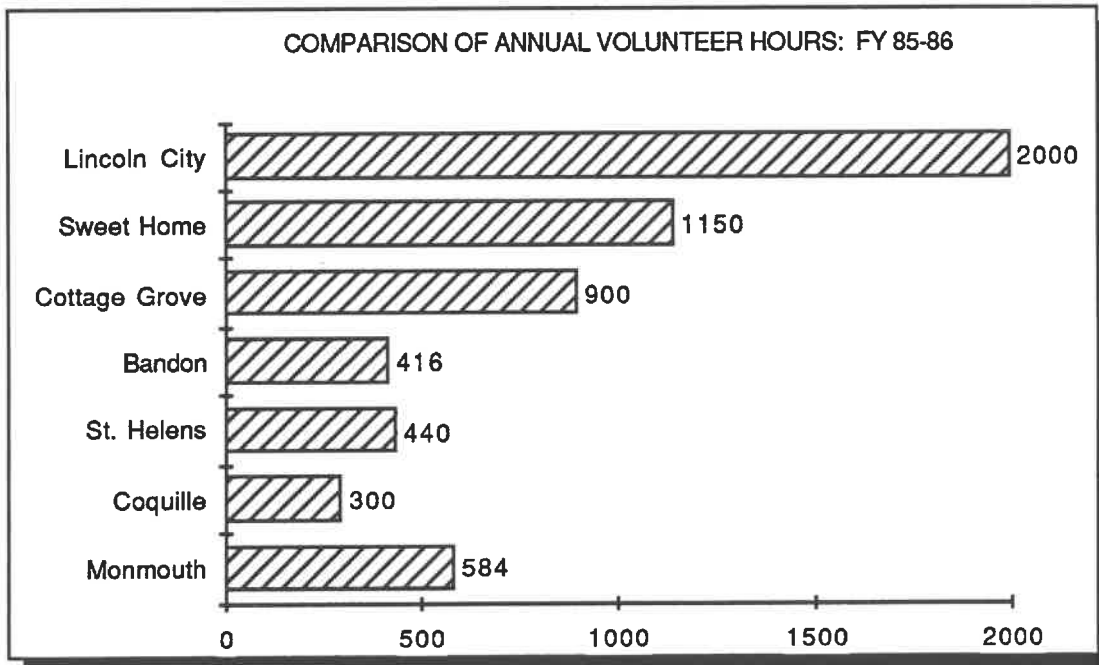
Although the use of volunteers cannot always be counted on to follow a regular schedule, the number of volunteer hours reported in FY 85-86 in Sweet Home, equals approximately 22 hours per week. Translated into FTE the number of volunteer hours

equals approximately .6 FTE. Adding this number of FTE on to the possible 1.9 FTE which is currently budgeted for the library, the total possible FTE at the Sweet Home Public Library under present conditions could be 2.5 FTE. This still falls below the recommended guideline for personnel.

The Sweet Home Public Library also does not presently meet the suggested guideline for employing a professional librarian on the staff, although it is recognized that the non-professional personnel are employed on a trial basis at the present time. Many small libraries in Oregon have followed the time-honored tradition of filling library staff vacancies with local residents who are interested in reading, have some experience in library work, or both. For this reason, graduate level training in library science is not a rigid job requirement in small public libraries. By the end of the 85-86 fiscal year, five of the chosen comparison libraries, including Sweet Home Public Library, did not have library directors with MLS degrees. Two of the libraries did employ degreed library directors. Figure 19 illustrates these figures as percentages.

Figure 19

COMPARISON of STAFF WITH MLS: FY 85-86

29%

71%

Comparison Libs.
Without MLS on Staff

Comparison Libraries
with MLS on Staff

§§§

RECOMMENDATIONS
Employ a full-time library director with a Master of Library Science degree, offering a salary range of approximately $17,500 up to $23,000.

Despite the fact that the majority of the comparison libraries are not directed by librarians with MLS degrees, it is recommended that Sweet Home Public Library proceed with re-opening the hiring process for a full-time, professional library director. It was very progressive decision-making which contributed to Sweet Home employing a professional in 1969. It would appear to be a step backward for the City of Sweet Home to disavow their former decision that education in librarianship is important for the director of the Sweet Home Public Library. The population is considerably larger, the new library levy budget is approximately four times larger, and there are some special circumstances which seem to demand a professional's guidance, e.g. declining circulation, several years of severely reduced book buying power, the special needs of a high unemployment area, etc. While it is possible that a library director without library science education could perform well given these circumstances, and while the possession of an MLS does not guarantee that a librarian will be a good library manager, accepted standards for small public libraries do recommend that a professional librarian be employed in cities the size of Sweet Home. In the view of the State Library, graduate education in librarianship does broaden an individual's vision of what constitutes "excellence" in public library service and provides valuable practical knowledge as well.

In addition to possession of a Master's degree in Library Science it is recommended that an applicant with strong communications and interpersonal relations skills be sought. There are recommendations throughout this report for certain tasks to be carried out, for example, managing collection development, running preschool storytimes, speaking to civic groups, planning a public relations program, researching and drafting policies, etc. These tasks are traditionally carried out by library directors in small libraries and strengths in speaking, writing and people skills in combination with library skills will assist the Sweet Home Public Library in its development.

The value of having one person in charge, fully-responsible for managing the library and fully-accountable to a city administrator and officials, cannot be underestimated either. Although the team approach to managing the library appears to have worked adequately as an interim measure, good business practice suggests that one manager with decision-making authority is a more effective method of management.

Considering the market value of professional librarians in Oregon and the salary levels of librarians in the comparison libraries, it is suggested that a salary schedule of $17,500-$23,000 should attract qualified professionals to the position in Sweet Home and still be affordable within the present contraints of the Sweet Home Public Library budget.

Proceed with hiring library aides to work up to 36 hours per week, as budgeted for FY 86-87. Consider increasing library aide staff in the future to a minimum of 2 FTE.

All available evidence indicates that the Sweet Home Public Library is understaffed. Whether looking at the current number of personnel equivalent to one FTE, the number budgeted in the current budget of 1.9 FTE, or the number of possible budgeted staff hours plus volunteer hours which would total approximately 2.5 FTE, Sweet Home Public Library does not meet recommended guidelines for personnel in small public libraries and does not compare favorably with libraries serving similar-sized populations. It is suggested that the City of Sweet Home proceed with hiring staff as budgeted in the current budget to reach the 1.9 FTE total level this current fiscal year. As circulation and other library services grow it is hoped that the recommendation to increase to a minimum library aide staffing level of 2 FTE will be seriously considered.

Continue using volunteers to substitute for necessary paid staff in the library.

A coordinated volunteer program, complete with assignments which reflect a volunteer's talents, with appropriate training, and with a system of making volunteers feel that they are contributing to the entire library operation, can result in a valuable addition to the library's paid staff. There is already a core of volunteers existing in Sweet Home who came to the library's aid when it most needed assistance. These volunteers should continue to be asked for their help, and should be made to see that the need still exists for their talents and assistance.
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Materials Collection

The following estimates of collection size were obtained during the consultant's site visit to Sweet Home Public Library. The collection size was estimated by measuring the shelf list cards, and multiplying the number of inches of cards by the average number of cards per inch. These are admittedly approximations based on averages, but the statistics on materials collections requested on the Oregon Public Library Statistical Report do not give enough detail to be useful for describing library collections completely. The estimated total number of books does vary from the number reported by Sweet Home staff on the most recent Statistical Report by about 6,000 volumes. The estimate for volumes held at the end of FY 1986 was approximately 32,000. The number of volumes held in 1981, as reported on the Oregon Public Library Statistical Report, was approximately 22,000 volumes. It is not unusual for such estimates to differ, particularly if an inventory has not been recently completed.

It is estimated that Sweet Home Public Library contains approximately 26,000 books including uncataloged paperbacks and reference books, 525 long-playing records, a small collection of audio cassettes, 65 current periodical subscriptions including newspapers and donated subscriptions, magazine back files of key news and general interest titles, and a back file of the local newspaper, The New Era, from 1947 through the present. Figure 20 illustrates the book collection of the Sweet Home Public Library by type of book. The estimates of non-fiction books for both children and adults include the counts for reference books.

Figure 20

TYPES OF BOOKS IN SWEET HOME PUBLIC LIBRARY

9%

30%

17%

5%

39%

Adult Fiction
Adult Non-Fic.
Paperbacks
Child. Fiction
Child. Non-Fic.
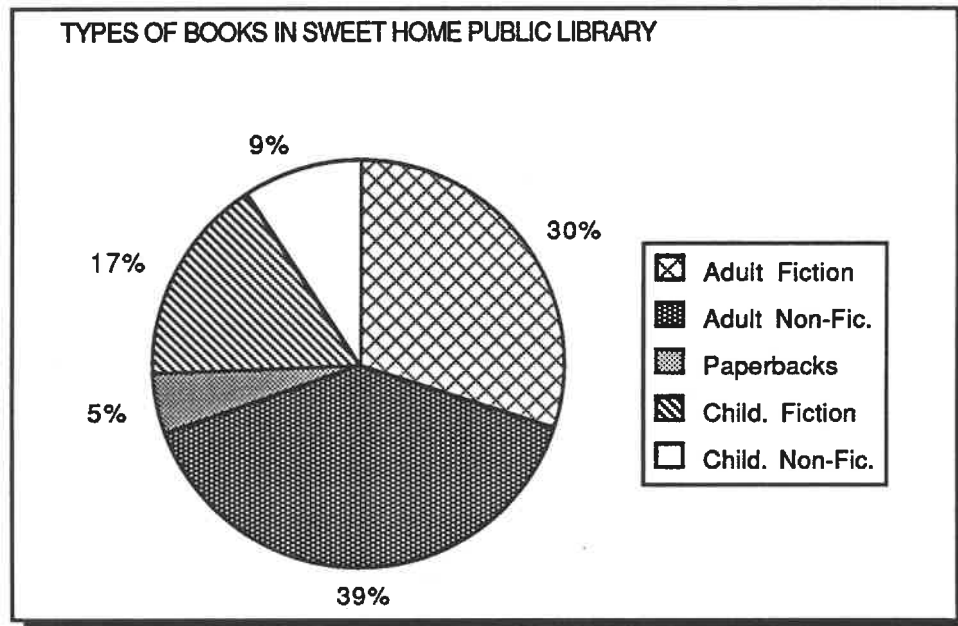
While decisions about library collections should reflect the needs of individual communities there are some "rules of thumb" which have been developed in library practice and can be used as guidelines. Following is one guideline for collection percentages by type, as recommended by Karen A. Smith, a collection development consultant for the Central Texas Library System:

	Recommended Percent
Adult	60 -70%
adult fiction	25%
adult non-fiction	45 - 60%
Juvenile	25 - 40%
Young Adult	5%

Another authority on small libraries, Dorothy Sinclair, suggests that "the percentage of fiction in the average good small library's adult collection ranges from about 30 to 40 percent," (Sinclair, Administration of the Small Public Library, AMERICAN LIBRARY ASSOCIATION, 1979).

According to these recommendations, Sweet Home Public Library's collection appears to be a balanced collection in terms of percentages of books to serve adults and children. It is particularly commendable that Sweet Home's adult non-fiction collection has been developed to its present size. The adult non-fiction collection is the foundation of a library's role as an information provider for the community.

The adult collections as randomly surveyed were in good condition, covered a wide range of subjects in the non-fiction section, with a good balance of classic and contemporary authors in the fiction section. Section VI of this report will provide an assessment of the adult reference collection. The children's collection appeared older and less current. The most recent children's encyclopedia was dated 1982, and there were also 1969, 1972, and 1974 encyclopedias on the shelves. There is only a small collection of young adult materials.

The American Library Association's Interim Standards for Small Public Libraries contains suggested guidelines for collection size. It is suggested that libraries serving populations from 5,000 to 50,000 require a minimum of 2 books per capita. Figure 21 illustrates the number of volumes or the number of titles per capita in Sweet Home and the comparison libraries. Number of volumes and number of titles are two separate statistics, the first accounting for the actual number of physical units of books, and the second expressing the number of different titles owned by a library. Several of the

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comparison libraries reported only one or the other of these statistics and hence, they are compared below as if the two statistics were the same measurement. In small libraries the number of volumes and the number of titles don't exhibit much variation.

Figure 21
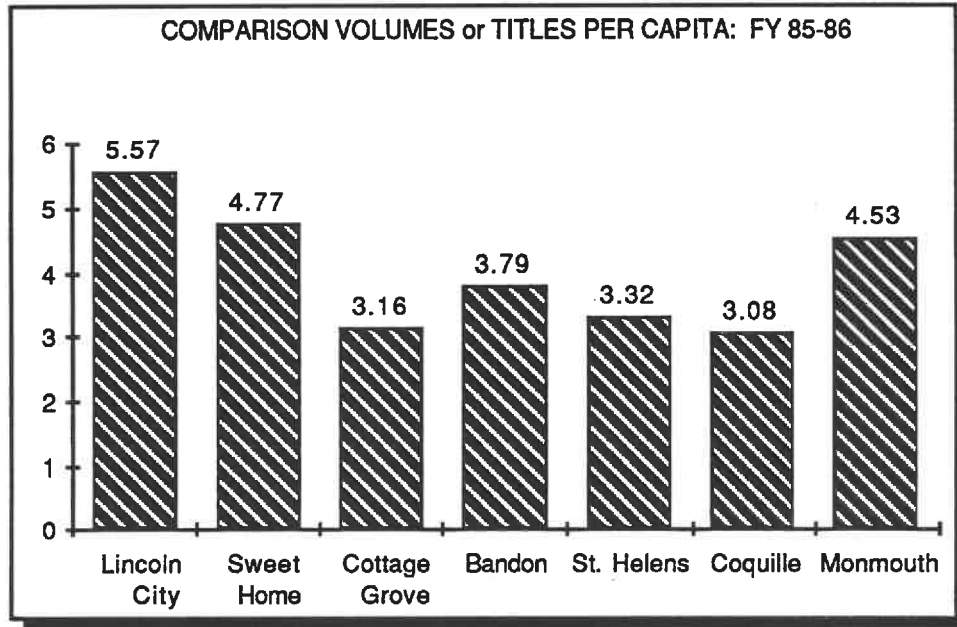
The Sweet Home volumes per capita statistic pictured above was computed using the base of approximately 32,000 volumes as reported on the Oregon Public Library Statistical Report. The Sweet Home Public Library compares very favorably in the comparison of volumes per capita using this figure. Using the total number of books estimated by the consultant (26,000) to compute the volumes per capita statistic, the result is 3.82, which is also well within meeting the aforementioned guideline for collection size.

A guideline for new books added to a library's collection is also included in the Interim Standards for Small Public Libraries. This recommendation is, "New titles purchased annually for the library's basic collection should total at least 5% of the library's basic

collection." Figure 22 illustrates the number of books added to Sweet Home Public Library's collection and the collections of the comparison libraries in FY 85-86. Donations are included in the figures reported by the libraries.

Figure 22

COMPARISON VOLUMES ADDED: FY 85-86

Library	Volumes Added
Lincoln City	3578
Sweet Home	869
Cottage Grove	1626
Bandon	1569
St. Helens	3481
Coquille	2934
Monmouth	1588
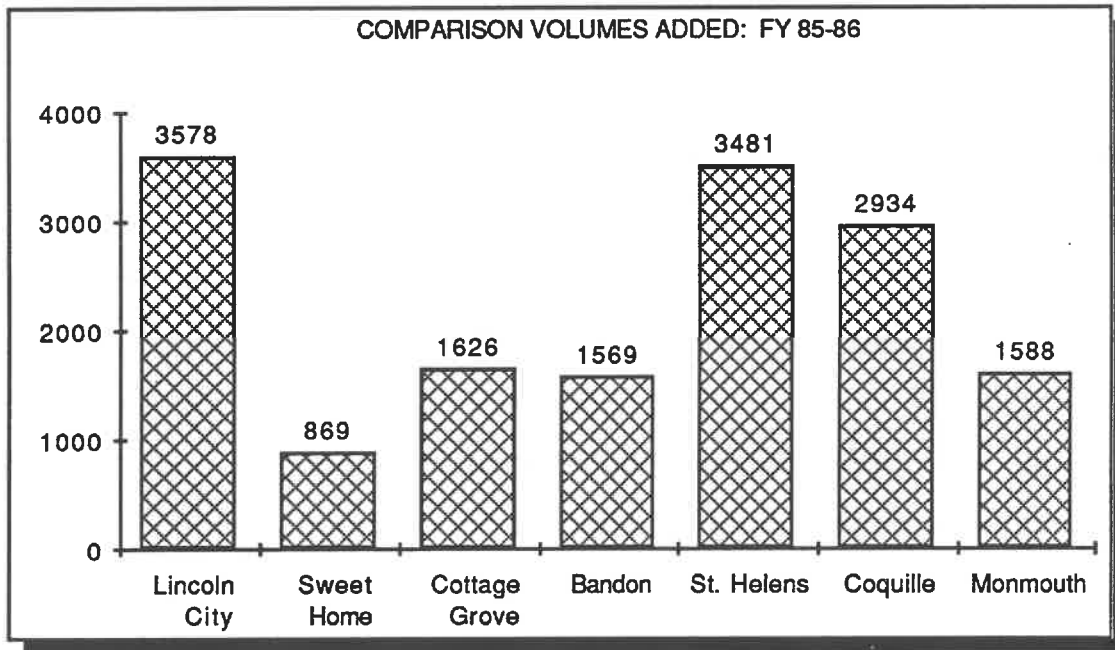
According to the guideline in Interim Standards for Small PublicLibraries, the minimum basic collection required for the Sweet Home Public Library is 13,600 books, computed by multiplying the population of Sweet Home by two books per capita. Five percent of this basic collection would result in Sweet Home needing to purchase 680 titles annually. The number of books added to the Sweet Home Public Library in FY 85-86 does exceed the recommended number, although this number does not compare favorably with the number of books added by the comparison libraries. It is known that the library had a backlog of new books not processed from previous years and these books have been processed and added to the collection as time permitted.

Therefore it must be pointed out that the number of books added does not necessarily mean those books were all purchased in that fiscal year.

It does not appear that there was ever a written "Materials Selection Policy" in use at Sweet Home Public Library. Selection of materials for acquisition by the library was a task which the former librarian carried out . The current management team was exposed to the process as performed by the former librarian. The library does subscribe to Wilson Library Bulletin and Library Journal. They are presently collecting library users' requests for books and publishers' flyers and catalogs, and keeping up with best-seller lists. Once a month the staff sorts through the possibilities and compiles a book order. The criteria for selection are based on the staff's judgment of the library users' needs for "across-the-board reading -- everyday, common books" and "non-technical requests for information." There is presently an ad hoc criteria that expensive books cannot be justified in the current economy of Sweet Home. Books are mainly ordered from the local bookstore where a 20% discount is received. Books are cataloged in-house with original cataloging carried out by a volunteer who was taught by the former library director.

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RECOMMENDATIONS
When staffing decision is final, make collection development a major priority.

Although the Sweet Home Public Library collection still appears to be fairly current, balanced in subject coverage, and in good condition, it is obvious that the recent dramatic cutbacks in the book budget must have had an impact on the development of the collection. The library board has expressed concern about this deterioration of the collection. Even though there is currently a budget with an adequate book budget available, major book purchases are not being made pending the outcome of staffing decisions. As soon as is possible, the permanent staff should make collection development a high priority, in order to repair the damage that several years of reduced book buying inflicted. Placing a high priority on collection development would involve the following objectives:

- *To be sure that the library owns the most current material available on subjects in which changes have occurred over the years, for example, science and medical topics.*

- *To be certain new topics which are of interest to the general public are reflected in the collection, for example, AIDS, the farm crisis, federal tax reform.*

- *To maintain the fiction collection to the degree decided as appropriate for Sweet Home, for example, purchasing of all or just some best-sellers, all or some book award winners, all books by local authors.*

- *To develop the children's collections -- picture books, juvenile fiction and non-fiction, and young adult-- to best serve the children and teenagers of Sweet Home.*

Develop a "Materials Selection Policy" for the Sweet Home Public Library.

A "Materials Selection Policy" is a standard document in most public libraries and is a guideline for service suggested in Interim Standards for Small Public Libraries, "Every library should have a written statement of policy covering the selection and maintenance of its collection of books and of non-book materials." The policy gives library board-approved direction to the development of the library's collection by setting forth a philosophy on the purpose of the library and its collection, and by detailing types of materials collected, and the scope and depth of collecting to be achieved. The policy customarily also includes statements on the handling of gift materials, weeding and the disposal of withdrawn books, and incorporates statements on service and intellectual freedom in the library, such as the American Library Association's Library Bill of Rights, Intellectual Freedom Statement, and the Freedom to Read Statement of ALA and the Association of American Publishers.

Typically in libraries, the professional staff will begin the work on policy formation by researching the library literature on this subject, and by reviewing samples of such documents. Staff then draws up a draft policy for the Board to consider. Consideration of a draft document by the Library Board and further research and revision of the document may be necessary before all are satisfied with the final policy. Board approval should be officially recorded in the Board minutes. In some jurisdictions it may be necessary to present the policy to local government officials for final approval if the Library Board does not have the authority to approve library policy. If the Library Board does have the authority to approve policy it may be prudent to present the policy to local officials as an information item.

Evaluate the use of the local bookstore for library book purchases.

While the decision to purchase books through a local bookstore in order to contribute to the local economy is a common practice, it should be evaluated periodically to determine if this is the purchasing method that most benefits the library. Book jobbers or wholesalers serving the library trade can usually offer greater discounts than the

20% offered by a local bookstore. However, delivery time may be longer than the five day delivery presently attributed to the bookstore, and admittedly there are postage costs. The library staff noted that at one point the bookstore had to hold off on any ordering until their credit limit was raised. There are some items a bookstore cannot locate. All of the above factors should be looked at in evaluating the continued practice of ordering books through the local bookstore. The recommendation to evaluate this practice is consistent with city policy in regard to local suppliers of goods and services.

The Sweet Home Public Library should cease attempting original cataloging as much as possible.

One advantage which a standard library jobber can offer is the availability of completely pre-processed books or catalog card kits for the books ordered from the jobber. Technical processing of books includes cataloging of books and processing books to prepare them for check-out. These library operations are known to be expensive operations since they are so labor intensive. The fact that a backlog of new books to be processed accumulated in the Sweet Home Public Library over a period of several years is evidence that staff could not maintain the practice of original cataloging in a timely fashion and is an indication that investigation of cataloging alternatives is needed. Ordering books completely processed from a commercial vendor with catalog card kits varies in price, but an average price quoted for the purpose of this report is $.89 per book. Catalog card kits only cost approximately $.69 per book. The value of staff time, whether of a professional librarian, library aide, or volunteer, should be compared to the cost of processing or kits. The cost to each library in time spent performing tasks which could otherwise be devoted to public service work must be considered, although a convenient formula cannot be applied. One authority on small public library administration has written, "The value of the library service that could be given during the processing time cannot be measured in dollars and cents but must be taken into account -- is, in fact, the chief factor to be considered." (Sinclair, <u>Administration of the Small Public Library</u>, AMERICAN LIBRARY ASSOCIATION, 1979.)

Besides saving time there are other advantages to obtaining cataloging from a commercial cataloging service. As improvements in computers have made the automation of library functions a reality, the necessity for consistent and standardized cataloging information has become more important. This is especially true for automated resource sharing which depends on the sharing of bibliographic information across automated systems. Many of the commercial cataloging services utilize their own bibliographic databases which they have built with accepted standards, for example, Anglo-American Cataloging Rules (AACR II) and Library of Congress Machine Readable Cataloging (LC-MARC) in place. These sources of standardized bibliographic data are used to print catalog cards for a library. A small library which begins to obtain catalog cards created under these consistent standards is one step closer to being able to utilize new automated library technologies for computerized circulation control, an online public catalog, and automated resource sharing with other libraries. When the time comes to build the computer database for the Sweet Home Public Library, these records will be easier to convert to machine-

readable format. Catalog cards from book jobbers or commercial cataloging services have standard book numbers like the International Standard Book Number (ISBN) or the Library of Congress Catalog Number (LCCN) printed on them. If shelf list cards have these numbers on them the data conversion process can be an easier and faster process. As an interim activity it is recommended that Sweet Home Public Library begin typing ISBN's and LCCN's (found on the verso of the title page) on their shelf list cards.

It would be possible for the Sweet Home Public Library to continue ordering books from the local bookstore and obtain cataloging from another source. There are commercial services from which cataloging can be purchased. A profile sheet with the library's specifications for cataloging is filled out and bibliographic information about the books which need cataloging is mailed to the company. Card kits and labels are then mailed to the library. The disadvantage of these services is the turnaround time between mailing the bibliographic information and receiving the card kits. Some of these vendors provide the service of saving the cataloging information for individual libraries, to be used in the future when the libraries are ready to automate. For a small fee the records are pulled and copied on to a magnetic tape which can be incorporated into the data conversion process of building the library's bibliographic database.

New cataloging technologies make cataloging in-house via microcomputer a task which again, builds a database for future automation. These technologies assist in largely avoiding completely original cataloging by providing a method of attaching a library's local call number and holdings information to a cataloging record created in a standardized format by other libraries, usually the Library of Congress.

With any of these alternatives there would, of course, be certain items, for example local history books, that would require original cataloging.

A small public library has many alternatives for cataloging its new acquisitions. These choices have varying costs and varying technical expertise is required. It is known that there are choices available which would most likely be equal to or less expensive than the value of the staff time required to perform original cataloging and type catalog cards. The cost of buying card kits with book orders or subscribing to a commercial cataloging service would admittedly be an extra "out-of-pocket" expense which would not be recouped from the value of staff time saved and re-prioritized to other services. However, it is recommended that the Sweet Home Public Library seriously investigate the cataloging alternatives discussed here as superior to the practice of original cataloging.

If such a choice should not be feasible at this time, it is recommended that current cataloging procedures be changed to eliminate the use of the accession book which is no longer an accepted tool. Usually libraries retired their accession books when they created shelf list files which also serve an inventory purpose.

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Circulation

Circulation statistics measure how many books and other materials have been
checked out by patrons from a public library. It is the most basic output performance
measure by which to evaluate public library service. The annual circulation at Sweet
Home Public Library has fallen in recent years, following the decline in the library
budget. Figure 23 illustrates the total circulation at the Sweet Home Public Library in
selected years of the 1980's, as well as the adult circulation and the circulation of
materials to children.

Figure 23

SWEET HOME PUBLIC LIBRARY CIRCULATION: SELECTED YEARS
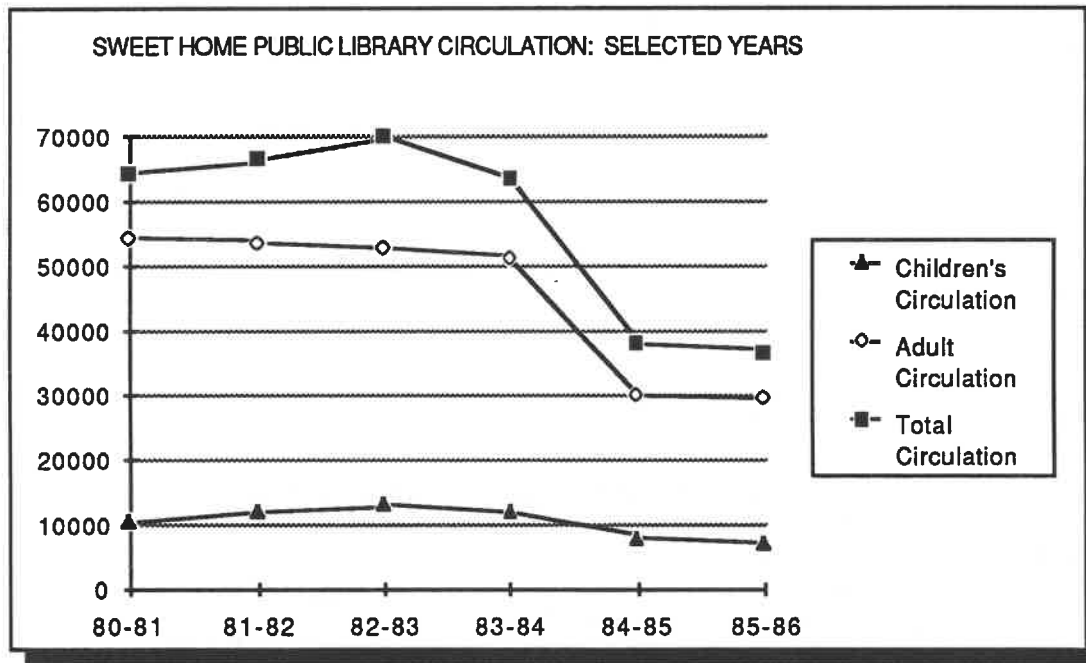
As can be seen, the biggest drop in circulation occured in the same years as the
biggest cuts in the budget. Adequate, convenient, public service hours and adequate
book budgets have been correlated with circulation in library research and the chart
above is another example of the effect resources have on library service. The above