

# Maine State Library

## Public Library Annual Report



## FY24 Instructions and Definitions Guide

Data collected from the Maine Public Library Annual Report is reported to the Institute of Museum and Library Services (IMLS) as part of the national Public Libraries Survey (PLS).

The Public Libraries Survey is a national census of public library systems. It is conducted annually by the IMLS in partnership with State Library Agencies and the Library Statistics Working Group, with the American Institutes for Research as the data collection agent. Its data elements cover library service measures of public library services, resources, and funding. An annual report is collected from over 9,000 active public libraries in the United States.

## Introduction

The data that is collected on the Public Library Annual Report are used to compile the Maine Annual Statistical Tables and the Public Library Directory. The data conforms to the national data format with data points and definitions created by State Data Coordinators in cooperation with IMLS and the Library Statistics Working Group.

This is a federally funded program coordinated by the Institute of Museum and Library Services (IMLS) and conducted on an annual basis to collect and publish accurate, consistent, and comparable public library statistics from each state. IMLS collects these data under the mandate in the Museum and Library Services Act of 2018 (PL 115-410), as stated in section 210. The data is intended for use on the local, state, and federal levels.

## Timeline

January 8, 2025	Report opens in LibPAS
April 1, 2025	Report must be locked (submitted) in LibPAS by 5:00 p.m.
April – June 2025	Annual Reports are reviewed and verified by the State Data Coordinator. Libraries may be asked to provide further information or verify data.
June – July 2025	Data is submitted to IMLS. Libraries may again be asked to provide further information or to verify data.
August – September 2025	Salary data is posted on the MSL website.
September – November 2025	Final data is certified by American Institutes for Research; the data collection agent for IMLS. Data is released and posted on MSL website.
December 2025	Letters for upcoming Public Library Annual Report are mailed out.

## Tips for Completing the Annual Report

- It is important to read the **data definitions** below. These definitions will help you in determining what information is being asked for, how to answer accurately, and ensure all libraries are interpreting the questions the same way. The definitions are also available in LibPAS by clicking on the item number that appears before each data element.
- Please fill out all sections of the report as accurately and completely as possible. **All questions** on the report must be supplied with an answer or the report will not be accepted.
- Review all prefilled fields and make any necessary changes by clicking inside the box.
- **Use N/A** only if a question is not applicable or the answer is not available. Reporting N/A means that you do have data, but you do not collect the data or do not have access to it.
- **Report zero** only when the data is normally counted but there was no activity to report for that data element. For example, if no teen programs were held this year, report “0”.
- You must supply **notes to any edit checks** you receive before you can submit your report. Use the **Verify button** to see which ones require data or an explanation. Click on the **note icon** next to the data input box to provide an explanation.
- The report is not recognized as being complete until it is **submitted**. Click the **Submit/Lock** button in the upper right-hand quadrant of the screen to submit the report.

## Understanding Edit Checks

Respondents may generate an Edit Check following direct data entry which can be viewed on screen and used to:

- identify and correct any errors
- confirm the accuracy of data that generated edit warnings but did not require changes

Four types of edit checks are performed when data is entered:

**1. Relational edit checks.** This is a data consistency check between related data elements. For example, an edit message is generated if the number of ALA-MLS Librarians is greater than “Total Librarians.”

**2. Out-of-range edit checks.** This is a range check that compares the data reported for an item to the “acceptable range” of numeric values for the item. For example, an edit

message is generated if average Public Service Hours per outlet per week is less than 11 or greater than 130 or if the ratio of the current year to the past year in Children's Circulation is between 30.0 percent and 344.0 percent.

**3. Arithmetic edit checks.** This is an arithmetical accuracy check of a reported total and its parts to the generated total. For example, an edit message is generated if Total Operating Revenue is not equal to the sum of its parts (Local Government Revenue, State Government Revenue, Federal Government Revenue, and Other Revenue).

**4. Blank, zero, or invalid data edit checks.** This is a check of the reported data against acceptable values. For example, an edit message is generated if the Reporting Period Start Date is missing, if Print Materials is 0, or if the Zip Code is not valid.

## Resolving Edit Checks

All edit checks must be resolved before your report can be submitted. Resolving an edit check can be done two ways:

- Correcting any errors by making changes to the data
- Provide an explanation by clicking on the **note icon** to the left of the data input box

## Training Resources and Worksheets

All data is to be reported online through [LibPAS](#). A video overview of how to input data into LibPAS if available on the home page after logging in <http://www.screencast.com/t/0pRvnMU9h> (15-minute video)

Worksheets and resources on how to properly track and report data can be found at the Maine State Library website at <https://www.maine.gov/msl/libs/statistics/annual/index.shtml>

## Accessing and Using Public Library Data

Maine public libraries have access to current and prior years of data in the LibPAS reporting module and on the MSL website. Several types of reports are available including trend and comparison reports. The report module also includes access to downloadable template pamphlets and infographics. All downloads open in Microsoft Excel or Word and are fully customizable.

A guide to creating custom reports in LibPAS:  
<https://www.maine.gov/msl/libs/data/LibPASReportsGuide.docx>

## Federal Public Library Data Products

The Institute of Museum and Library Services (IMLS) aggregates and disseminates data from the Public Library Annual Report. Several tools are available to encourage use of the PLAR data in their PLS Data Catalog.

The [PLS Data Catalog](#) includes:

- **Library Search & Compare** – This web-based tool provides an easy way to query, browse, view, and download data about individual libraries from the Public Libraries Survey.
- **Data Files** – Conducted annually since 1988, PLS is your definitive source on the state of public libraries in the United States. Explore the PLS data to find key information on over 9,000 public library systems and 17,000 public library outlets nationwide.
- **Benchmarking Tables** – These sortable tables showcase 3 years' worth of key indicators of public library use, financial health, staffing and resources at the national, state, and library service area levels.
- **Special Reports and Briefs** – Various topical reports and briefs are available to view and download.

## Other Data and Information Sources

Data Source	Data Type	Website Link
<b>Census</b>		<a href="https://www.census.gov/">https://www.census.gov/</a>
	Current population and housing estimates	<a href="https://www.census.gov/programs-surveys/popest.html">https://www.census.gov/programs-surveys/popest.html</a>
	Social, economic, housing, and demographic estimates for a selected geographic area	<a href="https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/">https://www.census.gov/acs/www/data/data-tables-and-tools/narrative-profiles/</a>
<b>Maine Revenue Service</b>	Current valuation for each municipality and unorganized place	<a href="https://www.maine.gov/revenue/taxes/property-tax/state-valuation">https://www.maine.gov/revenue/taxes/property-tax/state-valuation</a> <a href="https://www.maine.gov/revenue/taxes/property-tax/municipal-services/valuation-return-statistical-summary">https://www.maine.gov/revenue/taxes/property-tax/municipal-services/valuation-return-statistical-summary</a>
<b>State Economist</b>	Demographic projections, Census data	<a href="https://www.maine.gov/dafs/economist/home">https://www.maine.gov/dafs/economist/home</a>

	and data visualization tool	
<b>Maine Center for Workforce Research and Information</b>	Data on industry, wages & income, unemployment, and more	<a href="https://www.maine.gov/labor/cwri/">https://www.maine.gov/labor/cwri/</a>
Data Source	Data Type	Website Link
<b>US Bureau of Labor</b>	Data from federal Bureau of Labor Statistics	<a href="https://www.bls.gov/eag/eag.me.htm">https://www.bls.gov/eag/eag.me.htm</a>
<b>Maine Development Foundation</b>	Measures of Growth report	<a href="https://www.mdf.org/economic-policy-research/">https://www.mdf.org/economic-policy-research/</a>
<b>Comprehensive Plan</b>	Blueprint for a community that looks at various aspects of community life and how they may interact with town government	Check your town website for a copy of the most recent comprehensive plan or check here <a href="https://www.maine.gov/dacf/municipalplanning/comp_plans/index.shtml">https://www.maine.gov/dacf/municipalplanning/comp_plans/index.shtml</a>
<b>County Health Rankings and Roadmaps</b>	Provides a county level snapshot of how health is influenced by where we live, learn, work and play	<a href="#">Explore Health Rankings   County Health Rankings &amp; Roadmaps</a>
<b>Centers for Disease Control and Prevention</b>	Health statistics	<a href="#">CDC - NCHS - National Center for Health Statistics</a>
<b>Rural Health Information Hub</b>	Data related to rural health and access to healthcare	<a href="https://www.ruralhealthinfo.org/">https://www.ruralhealthinfo.org/</a>
<b>American's Health Rankings</b>	Combines health, environmental, and socioeconomic data	<a href="https://www.americashealthrankings.org/">https://www.americashealthrankings.org/</a>
<b>Kids Count Data Center</b>	Tracks well-being data on	<a href="https://datacenter.aecf.org/">https://datacenter.aecf.org/</a>

	children, youth, and families	
<b>Maine Children's Alliance</b>	Early care & education, health safety & wellbeing, family, economic, food security	<a href="https://mekids.org/">https://mekids.org/</a>
Data Source	Data Type	Website Link
<b>Maine Dept. of Education</b>	Education statistics	<a href="https://www.maine.gov/doe/data-reporting/reporting/warehouse">https://www.maine.gov/doe/data-reporting/reporting/warehouse</a>
<b>Pew Research Center</b>	Data from Pew Research	<a href="https://www.pewresearch.org/">https://www.pewresearch.org/</a>

## Data Definitions

### Section 1: Identification

#### 1.1 Library Name

This is the legal name of the administrative entity.

#### 1.4 FSCS ID

This is the identification code assigned by IMLS to the administrative entity.

#### 1.5 Number of Central Libraries

This is one type of single outlet library (SO) or the library, which is the operational center of a multiple-outlet library (MO or MA). Usually, all processing is centralized here, and the principal collections are housed here. Synonymous with main library.

#### 1.6 Number of Branch Libraries

A branch library is an auxiliary unit of an administrative entity which has at least ALL of the following:

1. Separate quarters;
2. An organized collection of library materials;
3. Paid staff; and
4. Regularly scheduled hours for being open to the public.

#### 1.7 Number of Bookmobiles

A bookmobile is a traveling branch library. It consists of at least ALL of the following:

1. A truck or van that carries an organized collection of library materials;
2. Paid staff; and
3. Regularly scheduled hours (bookmobile stops) for being open to the public.

Note: Count the number of vehicles in use, not the number of stops the vehicle makes.

## 1.8 Population of Legal Service Area

The number of people in the geographic area for which a public library has been established to offer services and from which (or on behalf of which) the library derives revenue, plus any areas served under contract for which the library is the primary service provider. This number is provided by the State Data Coordinator (SDC).

**Note:** The LSA is prefilled with the prior year's numbers. The current LSA population estimate will be filled in by the SDC after the close of the reporting period. The legal service area is calculated from the latest population estimates provided by the U.S. Census Bureau.

## 1.11 Street Address

This is the complete street address of the administrative entity. Do not report post office box or general delivery.

**IMPORTANT:** For sections 2-8 please provide answers for the current reporting year.

## Section 2: Hours/Facility/Staff

### 2.1 Total Weeks Open per Year

This is the number of weeks during the year that an outlet was open to the public.

**Note:** Include the number of weeks open for public service for centrals, branches, bookmobiles, and books-by-mail only. Minor variations in public service hours need not be included. The count should be based on the number of weeks that a library outlet was open for half or more of its scheduled service hours. Extensive weeks closed to the public due to natural disasters or other events should be excluded from the count. Do not calculate based on total number of service hours per year at the outlet level. For example, by dividing total hours by the average hours open per week. Round to the nearest whole number of weeks. If the library was open half or more of its scheduled hours in a given week, round up to the next week. If the library was open less than half of its scheduled hours, round down.

### 2.2 Public Service Hours Per Year

This is the number of annual public service hours the library is open to the public.

### 2.3a Is the library ADA and handicap accessible?

An "ADA accessible building" means a building that is designed and constructed to allow people with disabilities to safely and readily use all its features, including entrances, exits, restrooms, elevators, and pathways, in accordance with the standards set by the Americans with Disabilities Act (ADA) law; essentially, it is a building that can be accessed and utilized by individuals with disabilities without significant barriers.

Accessibility refers to the design and provision of environments, products, and services that can be accessed and used by individuals of diverse abilities and disabilities. This entails physical features, communication, technology, and policies. Accessible design principles emphasize creating barrier-free environments, such as installing ramps, wider doorways,



accessible parking spots, tactile signage, closed captioning, and assistive technology.

The [Americans with Disabilities Act \(ADA\)](#) prohibits discrimination against people with disabilities in several areas, including employment, transportation, public accommodations, communications and access to state and local government programs and services.

### **2.3b Library Building Square Footage**

Provide the area, in square feet, of the public library outlet (central library or branch). Report the total area in square feet for each library outlet (central library or branch) separately. This is the area on all floors enclosed by the outer walls of the library. Include all areas occupied by the library, including those areas off-limits to the public. Include any areas shared with another agency or agencies if the outlet has use of that area.

**NOTE:** It is important for this information to be accurately reported and updated when there have been changes to the building footprint. If you are not sure of your square footage you should call your town office to obtain this information.

### **2.5 – 2.8 Paid Staff Full Time Equivalent**

Questions 2.5-2.7 must be reported as full time equivalent. Report figures as of the last day of the fiscal year. Include all positions funded in the library's budget whether those positions are filled or not. Do not include substitute staff. To ensure comparable data, 40 hours per week has been set as the measure of full-time employment (FTE). To compute full-time equivalents (FTE) for each staff category, divide the total number of hours worked by all employees in a category per week by 40. **Do not include substitute workers.**

For example, 60 hours per week of part time work by employees in a staff category divided by 40 equals 1.5 FTEs.

### **2.5 Total Number of Paid Librarians with an ALA - MLS**

Librarians with master's degrees from programs of library and information studies credited by the American Library Association.

### **2.6 Total Paid Librarians**

Persons with the title of librarian who do paid work that usually requires professional training and skill in the theoretical or scientific aspects of library work, or both, as distinct from its mechanical or clerical aspect. This data element also includes ALA – MLS (Data element #2.6).

**NOTE:** This is any person holding the title of Librarian, Director, Administrator or Head Librarian.

### **2.7 All Other Paid Staff**

This includes all other FTE support staff paid from the reporting unit budget, including library assistant, page, bookkeeper, plant operations, security, and maintenance staff.

### **2.8 Total Paid Employees**

This is the sum of total librarians and all other paid staff.

## 2.9 Total Number of All Paid Employees

This is the number of actual people (not FTE) who are paid employees. **Do not include substitute workers.**

# Section 3: Financial Reporting

## OPERATING REVENUE

Report revenue used for operating expenditures as defined below. Include federal, state, local or other grants. DO NOT include revenue for major capital expenditures, contributions to endowments, revenue passed through to another agency (e.g., fines), or funds unspent in the previous fiscal year (e.g., carryover). Funds transferred from one public library to another public library should be reported by only one of the public libraries.

Operating revenue and expenditures are funds and costs necessary to support the provision of library services. Capital revenue and expenditures are not part of the "regular" library budget or day-to-day operating costs to run the library. Be sure to check related definitions in this section for detailed explanations and examples.

### 3.1 Local Municipal Appropriation

This includes local government funds designated by the community where the library resides and available for expenditure by the public library. Do not include the value of any contributed or in-kind services or the value of any gifts and donations, fines, or fees.

### 3.2a Other Municipal Revenue

List towns, other than your legal municipality, for which your library has been designated by the local municipal governing board to provide library services and from which (or on behalf of which) the library derives revenue, plus any areas served under contract for which the library is designated the primary service provider. List each town and the income separately.

### 3.3 Total Local Government Revenue

This includes all local government funds designated by the community, district, or region and available for expenditure by the public library. Do not include the value of any contributed or in-kind services or the value of any gifts and donations, library fines, fees, or grants. Do not include state, federal, and other funds passed through local government for library use. Report these funds with state government revenue or federal government revenue, as appropriate.

**NOTE:** Significant funding provided by other local government agencies with the authority to levy taxes "on behalf of" the library should be included if the information is available to the reporting agency and if such funds are supported by documentation (such as certified budgets, payroll records, etc.).

### 3.4 State Government Revenue

These are all funds distributed to public libraries by state government for expenditure by the public libraries, except for federal money distributed by the state. This includes funds from

such sources as penal fines, license fees, and mineral rights.

**NOTE:** If operating revenue from consolidated taxes is the result of state legislation, the revenue should be reported under state revenue (even though the revenue may be from multiple sources).

### **3.5 Federal Government Revenue**

This includes all federal government funds distributed to public libraries for expenditure by the public libraries, including federal money distributed by the state.

### **3.6 Other Revenue**

This is all operating revenue other than that reported under local, state, and federal. Include, for example, grants obtained for operating expenditures (books, replacement of existing equipment or computers, programs, etc.), monetary gifts and donations received in the current year, interest, library fines, fees for library services, or grants. Do not include the value of any contributed or in-kind services or the value of any non-monetary gifts and donations.

### **3.7 Total Operating Revenue**

This is the sum of local government revenue, state government revenue, federal government revenue, and other operating revenue.

### **3.8 Does the library have an endowment?**

An endowment is a sum of money that is permanently invested in equities (stocks) and fixed income (bonds and CD's, etc.) in order to increase the size of the endowment every year. The organization spends only a certain percentage of the fund each year but typically would not spend any of the initial principle which is being invested. The spending would typically be from the appreciation from investment gains.

### **3.9 Did the library engage in active fundraising to supplement the operating revenue?**

Did the library engage in active fundraising to supplement the operating revenue? This includes book sales, bake sales, raffles, silent auctions, annual appeal, and other activities that involve generating financial support for the operations of the library.

### **3.10 What percentage of operating revenue was derived from fundraising during the reporting year.**

Report the percentage of operating revenue that came from fundraising during the reporting year. To get the percentage, divide the amount of money received through fundraising by the Total Operating Revenue.

## **OPERATING EXPENDITURES**

Operating expenditures are the current and recurrent costs necessary to support the provision of library services. Significant costs especially benefits and salaries, that are paid by other taxing agencies (government agencies with the authority to levy taxes) "on behalf of" the library may be included if the information is available to the reporting agency. Only such funds that are supported by expenditure documents (such as invoices, contracts, payroll records, etc.) at the point of disbursement should be included. Do not report the value of free items as expenditures. Do not report estimated costs as expenditures. Do not report

capital expenditures under this category.

### **3.11 Salaries & Wages Expenditures**

This includes salaries and wages for all library staff (including plant operations, security, and maintenance staff) for the fiscal year. Include salaries and wages before deductions but exclude employee benefits. Include salaries paid directly by the municipality.

### **3.12 Employee Benefits Expenditures**

These are the benefits outside of salaries and wages paid and accruing to employees (including plant operations, security, and maintenance staff), regardless of whether the benefits or equivalent cash options are available to all employees. Include amounts for direct paid employee benefits including Social Security, retirement, medical insurance, life insurance, guaranteed disability income protection, unemployment compensation, workmen's compensation, tuition, and housing benefits. Include benefits paid directly by the municipality.

### **3.13 Total Staff Expenditures**

This is the sum of salaries and wages and employee benefits. Include salaries and benefits paid directly by the municipality.

### **3.14 Print Materials Expenditures**

Report all operating expenditures for the following print materials: books, current serial subscriptions, government documents, and any other print acquisitions.

### **Collection Expenditures**

This includes all operating expenditures from the library budget for all materials in print, microform, electronic, and other formats considered part of the collection, whether purchased, leased, or licensed. Exclude charges or fees for interlibrary loans and expenditures for document delivery.

### **3.15 Electronic Content Expenditures**

Report all operating expenditures for electronic (digital) content. Include expenditures for electronic content for which the library has acquired permanent or temporary access rights. Include fees paid to platforms that provide licensed content. Electronic content can be accessed online from an electronic device. Types of electronic content include electronic materials (e-books, e-serials, e-audio, e-video), research databases, online learning platforms, reference tools, scores, maps, and pictures in electronic or digital format. Include membership fees to Maine InfoNet for the Download Library here.

Note: Expenditures for computer software used to support library operations or to link to external networks, including the Internet, are reported under Other Operating Expenditures

### **3.16 Other Physical Materials Expenditures**

Report all operating expenditures for other materials, such as microform, audio and video physical units, DVD, circulating portable electronic devices, and materials in new formats.

### **3.17 Total Collection Expenditures**

This is the sum of all expenditures for print materials, electronic materials, and other materials. Collections include all operating expenditures from the library budget for materials in print, microform, electronic and other formats considered part of the collection, whether purchased, leased, or licensed. Exclude charges or fees for interlibrary loans and expenditures for document delivery.

### **3.18 Other Operating Expenditures**

This includes all expenditures other than those for staff and collection.

Note: Include expenses such as binding, supplies, repair or replacement of existing furnishings and equipment, and costs of computer hardware and software used to support library operations or to link to external networks, including the Internet. Report contracts for services, such as costs of operating and maintaining physical facilities, and fees paid to a consultant, auditor, architect, attorney, etc.

### **3.19 Total Operating Expenditures**

This is the sum of total staff expenditures, total collection expenditures, and other operating expenditures.

## **CAPITAL**

Capital is separate from regular operating revenue and expenditures of the library. These are revenues and/or expenditures not part of the "regular" library budget or day-to-day operating costs to run the library. Report all revenue to be used for major capital expenditures, by source of revenue. Include funds received for (a) site acquisition; (b) new buildings; (c) additions to or renovation of library buildings; (d) furnishings, equipment, and initial collections (print, non-print, and electronic) for new buildings, building additions, or building renovations; (e) computer hardware and software used to support library operations, to link to networks, or to run information products; (f) new vehicles; and (g) other one-time major projects. Exclude revenue to be used for replacement and repair of existing furnishings and equipment, regular purchase of library materials, and investments for capital appreciation.

Exclude income passed through to another agency (e.g., fines), or funds unspent in the previous fiscal year (e.g., carryover). Funds transferred from one public library to another public library should be reported by only one of the public libraries.

### **3.20 Local Government Capital Revenue**

Report all governmental funds designated by the community, district, or region and available to the public library for the purpose of major capital expenditures, except for state and/or federal money distributed by the local government.

### **3.21 State Government Capital Revenue**

Report all funds distributed to public libraries by state government for expenditure by the public libraries for the purpose of major capital expenditures, except for federal money distributed by the state.

### **3.22 Federal Government Capital Revenue**

Report federal governmental funds, including federal funds distributed by the state or locality, and grants and aid received by the library for the purpose of major capital expenditures.

### **3.23 Other Capital Revenue**

Report private (non-governmental funds), including grants received by the library for the purpose of major capital expenditures.

### **3.24 Total Capital Revenue**

This is the sum of Local Government Capital Revenue, State Government Capital Revenue, Federal Government Capital Revenue, and Other Capital Revenue. Note: The amounts reported for Total Capital Revenue and Total Capital Expenditures are not expected to be equal.

### **3.25 Total Capital Expenditures**

Report major capital expenditures (the acquisition of or additions to fixed assets). Examples include expenditures for (a) site acquisitions; (b) new buildings; (c) additions to or renovation of library buildings; (d) furnishings, equipment, and initial book stock for new buildings, building additions, or building renovations; (e) library automation systems; (f) new vehicles; and (g) other onetime major projects. Include federal, state, local, or other revenue used for major capital expenditures. Only funds that are supported by expenditure documents (e.g., invoices, contracts, payroll records, etc.) at the point of disbursement should be included. Estimated costs are not included. Exclude expenditures for replacement and repair of existing furnishings and equipment, regular purchase of library materials, and investments for capital appreciation. Exclude contributions to endowments, or revenue passed through to another agency (e.g., fines). Funds transferred from one public library to another public library should be reported by only one of the public libraries.

## **Section 4: Library Program and Services**

### **SYNCHRONOUS PROGRAMS**

Synchronous programs are live library sponsored programs that are held in-person onsite, in-person offsite, or virtually. A synchronous (live) program is any planned event which introduces the group attending to library services or which provides information to participants.

Program sessions may cover the use of the library, library services, or library tours. Program sessions may also provide cultural, recreational, or educational information. Examples of these types of program sessions include, but are not limited to, film showings, lectures, story hours, literacy programs, citizenship classes, and book discussions.

Regardless of the number of formats in which a program is offered, each program should only be counted once and in one format category. Include in-person programs that also have a virtual attendance option and count them as a single program session.

<p><b>Include</b></p> <ul style="list-style-type: none"> <li>• All programs that are sponsored or co-sponsored by the library. For a program to be sponsored or co-sponsored by the library, the library must contribute financial resources or staff time toward the program. For a program that is part of a larger community event (such as a farmer's market or festival), it is not necessary for the library to also sponsor or organize the larger event.</li> <li>• Both on-site and off-site programs. For example, include a storytime at a farmer's market or a presentation to a school group about library resources conducted at a school.</li> <li>• Live-streamed virtual (synchronous) programs that are sponsored or co-sponsored by the library.</li> <li>• Programs with attendance of zero or one if they were intended for a group.</li> </ul>
<p><b>Exclude</b></p> <ul style="list-style-type: none"> <li>• Programs sponsored by other groups that use library facilities. For example, do not include a homeschooling group hosting a speaker in a meeting room without facilitation from library staff.</li> <li>• Offsite outreach efforts that do not otherwise meet the definition of a program. For example, do not include having a library card signup booth at a farmer's market.</li> <li>• Recorded (asynchronous) presentations of program content; these should be counted in Total Number of Asynchronous Program Presentations (data element 4.8 rpp)</li> <li>• Programming that is shared on the library's website or social media that is not sponsored or co-sponsored by the library. For example, do not include sharing a video from another author's website of him or her reading a book.</li> <li>• Activities delivered on a one-to-one basis, rather than to a group, such as one-to-one literacy tutoring, services to homebound, homework assistance, and mentoring activities.</li> <li>• Passive or self-directed activities that do not occur at a scheduled time. For example, do not include leaving an art project or puzzle on a table for participants to complete.</li> </ul>

#### 4.4 Synchronous (Live) Programs by Target Age

##### **Number of Synchronous (Live) Programs Targeted at Children Ages 0-5**

A program targeted at children ages 0-5 is any planned event for which the primary audience is infants, toddlers, or preschool-age children. Examples of these types of programs include, but are not limited to, story hours, every child ready to read programs, musical or sing-along events, and puppet shows. Include programs aimed at children ages 0-5 even if adult caregivers also attend. Each program should only be counted in one age category based on its primary target audience.

##### **Number of Synchronous (Live) Programs Targeted at Children Ages 6-11**

A program targeted at children ages 6-11 is any planned event for which the primary audience is elementary-school-age children. Examples of these types of programs include, but are not limited to, story hours, science events, crafting classes, and summer reading events. Include programs aimed at children ages 6-11 even if adult caregivers also attend with the children. Each program should only be counted in one age category based on its primary target audience.

##### **Number of Synchronous (Live) Programs Targeted at Young Adults Ages 12-18**

A young adult program is any planned event for which the primary audience is young adults ages 12 to 18 years. Examples of these types of programs include, but are not limited to, book clubs, college prep programs, teen tech or gaming clubs, and summer reading events. Each program should only be counted in one age category based on its primary target audience. Note: The Young Adult Services Association (YALSA) defines young adults as age 12 through 18.

### **Number of Synchronous (Live) Programs Targeted at Adults Age 19 or older**

An adult program is any planned event for which the primary audience is adults age 19 or older. Examples of these types of programs include, but are not limited to, book discussions, citizenship classes, and lectures. Each program should only be counted in one age category based on its primary target audience.

### **Total Synchronous (Live) Programs**

This field will auto-calculate for you. This is a total count of the number of synchronous (live) programs during the reporting period.

### **Number of Synchronous (Live) Programs General Interest programs (All Ages)**

A general interest program is any planned event that is appropriate for any age group or multiple age groups. Include all-age, all-library, family, and intergenerational programs. Examples of these types of programs include, but are not limited to, family game nights, holiday events, storytelling programs, or chess clubs. Include all programs here that do not fit into the other age category elements. Each program should only be counted in one age category based on its primary target audience; do not include programs here that have already been counted in earlier age category elements. Avoid including programs that are targeted at more than one non-adult age category (and are not targeted at adults); these should be counted in the child or young adult age category that best represents the target audience.

## **4.8 Synchronous (Live) Program Attendance by Target Age**

### **Attendance at Synchronous (Live) Programs Targeted at Children Ages 0-5**

The count of the audience at all programs for which the primary audience is children ages 0 to 5 years. Please count all attendees of these programs regardless of age.

### **Attendance at Synchronous (Live) Programs Targeted at Children Ages 6-11**

The count of the audience at all programs for which the primary audience is children ages 6 to 11 years. Please count all attendees of these programs regardless of age.

### **Attendance at Synchronous (Live) Programs Targeted at Young Adults Ages 12-18**

The count of the audience at all programs for which the primary audience is young adults ages 12 to 18 years. Please count all attendees of these programs regardless of age.

### **Attendance at Synchronous (Live) Programs Targeted at Adults Age 19 or Older**

The count of the audience at all programs for which the primary audience is adults age 19 or older. Please count all attendees of these programs regardless of age.

### **Attendance at Synchronous (Live) General Interest programs (All Ages)**

The count of the audience at programs that are appropriate for any age group or multiple age groups. Please count all attendees of these programs regardless of age.

### **Total Attendance at Synchronous (Live) Programs**

This field will auto-calculate for you. This is a total count of the audience at all programs during the reporting period.



#### **4.1-4.3 Synchronous (Live) Programs by Location**

##### **Total Number of Synchronous (Live) In-Person Onsite Programs**

An in-person onsite program is any planned event that includes an in-person attendance option and takes place at library facilities. Examples include, but are not limited to, a job skills class in the library or a nature program on the library grounds. Regardless of the number of formats in which a program is offered, each program should only be counted once and in one format category. Include in-person programs that also have a virtual attendance option and count them as a single program session.

##### **Total Number of Synchronous (Live) In-Person Offsite Programs**

An in-person offsite program is any planned event that includes an in-person attendance option and takes place somewhere other than the library or the library grounds. Examples include, but are not limited to, facilitating a book club at a local nursing home, hosting a storytime at a local farmer's market, or visiting a school to present about library services. Regardless of the number of formats in which a program is offered, each program should only be counted once and in one format category. Include in-person programs that also have a virtual attendance option and count them as a single program.

##### **Total Number of Synchronous (Live) Virtual Programs**

A synchronous (live) virtual program is any planned event that is streamed virtually and can be viewed live as it progresses (i.e., live streaming). Regardless of the number of formats in which a program session is offered, each program should only be counted once and in one format category. Include virtual programs that are also recorded. Include programs hosted on Facebook Premiere that are facilitated by a staff member. Count virtual programs at the administrative entity level; do not duplicate numbers at each branch. Exclude programs that also have an in-person component; these should be counted under Total Number of Synchronous (Live) In-Person Onsite Programs or Total Number of Synchronous (Live) In-Person Offsite Programs.

#### **4.5-4.7 Synchronous (Live) Program Attendance by Location**

##### **Total Synchronous (Live) In-Person Onsite Program Attendance**

The count of in-person attendance at programs that take place at library facilities. Regardless of the number of formats in which a program is offered, each attendee should only be counted once. Each attendee should be counted in the format category in which they attended the program. For in-person onsite programs that also have a virtual component, exclude virtual attendance; this should be counted under Synchronous Virtual Program Attendance.

##### **Total Synchronous (Live) In-Person Offsite Program Attendance**

The count of in-person attendance at programs that take place somewhere other than the library. Regardless of the number of formats in which a program is offered, each attendee should only be counted once. Each attendee should be counted in the format category in which they attended the program session. For in-person offsite programs that also have a virtual component, exclude virtual attendance; this should be counted under Synchronous Virtual Program Attendance.

## **Total Synchronous (Live) Virtual Programs Attendance**

The count of live attendance at virtual programs. Regardless of the number of formats in which a program is offered, each attendee or view should only be counted once. Each attendee should be counted in the format category in which they attended or viewed the program. Count each participant device connected to a virtual program as a single attendee. For programs hosted on Facebook Live, YouTube Live, or similar platforms, count peak concurrent viewers. For those hosted on videoconferencing platforms, count the maximum number of non-staff participants during the program. For virtual programs that are also recorded for later, on-demand, asynchronous viewing, exclude views that occur after the session has ended; these should be counted under Total Views of Asynchronous (Pre-Recorded) Programs (data element 4.8rpv). For programs that also have an in-person component, exclude in-person attendance; this should be counted under Synchronous (Live) In-Person Onsite Program Attendance or Synchronous (Live) In-Person Offsite Program Attendance.

## **ASYNCHRONOUS (Pre-Recorded) PROGRAMS**

Asynchronous programs are offered for viewing as a pre-recorded or on-demand program. An Asynchronous program presentation is any recording of program content that cannot be viewed live as it unfolds (i.e., on-demand streaming). Only include program presentations posted during the reporting period.

The count of views of asynchronous (pre-recorded) program presentations for a period of thirty (30) days after the presentation was posted, even if that period extends beyond the survey reporting period (or fiscal year). For program presentations made available via Facebook, count unique 1-minute views of each video. For those made available via other platforms, count unique views of each video. Do not include Synchronous (Live) Programs or Attendance.

### **4.9 Total Asynchronous (Pre-Recorded/On-Demand) Program Presentations**

Asynchronous program presentations are recorded videos or audio of program content that are posted online for downloading or on-demand viewing (rather than livestreaming). Only include program presentations posted during the reporting period. Include live program sessions that are recorded and posted online. Count each unique video or audio recording only once regardless of the number of platforms on which it is posted. Do not duplicate numbers at each branch; count only at the administrative entity level.

### **4.10 Total Views of Asynchronous (Pre-Recorded) Program Presentations within 30 Days**

Report the count of views or plays of asynchronous program presentations for a period of thirty (30) days after the presentation was posted, even if that period extends beyond the survey reporting period (or fiscal year). For program presentations made available via Facebook, count unique 1-minute views of each video. For other platforms, count unique views or plays of each video or audio recording.

For program presentations that are recordings of synchronous (live) virtual program sessions, exclude synchronous (live) attendance; these should be counted under Synchronous (Live) In-Person Onsite Program Attendance, Synchronous (Live) In-Person Offsite Program Attendance, or Synchronous (Live) Virtual Program Attendance (data elements 4.11a, 4.12a, or 4.8a).

## 4.12 Library Visits

This is the total number of persons entering the library for whatever purpose during the year.

**NOTE:** If an actual count of visits is unavailable, determine an annual estimate by counting visits during a typical week in October and multiplying the count by 52. A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holiday times; vacation periods for key staff, or days when unusual events are taking place in the community or the library. Choose a week in which the library is open its regular hours. Include seven consecutive calendar days, from Sunday through Saturday (or whenever the library is usually open).

### 4.12a Library Visits Reporting Method

Regarding the number of Library Visits (4.14) entered, is this an annual count or an estimate based on a typical week or weeks?

### 4.12b Total Number of Curbside Visits

If your library offered curbside or pick-up service this year, report the total number of no-contact or limited contact curbside/pick-up visits to the library. **Example:** James and his three children drive to the library for curbside service. They pick up 12 books. What counts? Curbside visit = 1 and circulation of physical materials = 12.

## 4.13 Reference Transactions

There are three elements required for a reference transaction:

1. **Patron with an information need**
2. **Library staff member**
3. **A tool or information source**

Reference Transactions are information consultations in which library staff recommend, interpret, evaluate, and/or use information resources to help others to meet particular information needs. Reference transactions do not include formal instruction or exchanges that provide assistance with locations, schedules, equipment, supplies, or policy statements.

### NOTES:

(1) A reference transaction includes information and referral service, scheduled and unscheduled individual instruction and assistance in using information sources (including websites and computer-assisted instruction).

(2) Count Readers Advisory questions as reference transactions.

(3) Information sources include

- (a) printed and nonprinted material;
- (b) machine-readable databases (including computer-assisted instruction);
- (c) the library's own catalogs and other holdings records;
- (d) other libraries and institutions through communication or referral; and
- (e) persons both inside and outside the library.

(4) When a staff member uses information gained from previous use of information sources to answer a question, the transaction is reported as a reference transaction even if the source is not consulted again.

(5) If a contact includes both reference and directional services, it should be reported as one reference transaction.

(6) Duration should not be an element in determining whether a transaction is a reference transaction.

(7) Do not include transactions that include only a directional service, such as instruction for locating staff, library users, or physical features within the library. Examples of directional transactions include, "Where is the reference librarian? Where is Susan Smith? Where is the rest room? Where are the 600s? Can you help me make a photocopy?"

#### Annual Count vs. Annual Estimate

If an annual count of reference transactions is unavailable, count reference transactions during a typical week or weeks, and multiply the count to represent an annual estimate. A "typical week" is a time that is neither unusually busy nor unusually slow. Avoid holiday times, vacation periods for key staff, or days when unusual events are taking place in the community or in the library. Choose a week in which the library is open its regular hours.

Example: If there are four weeks sampled, multiply the totals for those four weeks by 13 to get an estimate for the full year. If the sample is done twice a year (one week at each time, two weeks total) multiply the count by 26 to get the estimated annual count.

#### **4.13a Reference Transactions Reporting Method**

Regarding the number of Reference Transactions (4.15) entered, is this an annual count or an estimate based on a typical week or weeks?

#### **4.14 Interlibrary Loans (ILL) Received from Another Autonomous Library**

These are library materials, or copies of the materials, received by one autonomous library from another upon request. The libraries involved in interlibrary loans are not under the same library administration. These data are reported as annual figures. Add this figure to your circulation if it is not already.

#### **4.15 Interlibrary Loans (ILL) Provided to Another Autonomous Library**

These are library materials, or copies of the materials, provided by one autonomous library to another upon request. The libraries involved in interlibrary loans are not under the same library administration. These data are reported as annual figures.

#### **4.18 Number of uses by outside groups or organizations of library rooms/spaces for non-library events**

Report the total number of times your meeting room or space was used for non-library sponsored events. Example: A local civic group uses the meeting room twice a month. This is reported as 24 uses.

#### **4.19 Total Number of Take & Make Kits Handed Out**

Report the total number of Take & Make Kits that were handed out during the reporting year. Take & Make Kits are craft or activity kits for any age group, provided as a hands-on activity intended to be done outside the library.

## Section 5: Library Collection

This section of the survey collects data on selected types of materials. It does not cover all materials (i.e., microforms, loose sheet music, maps, and pictures) for which expenditures are reported under Print Materials Expenditures, Electronic Materials Expenditures, and Other Material Expenditures. Under this category report only items that have been purchased, leased, or licensed by the library, a consortium, the state library, a donor or other person or entity. Included items must only be accessible with a valid library card or at a physical library location; inclusion in the catalog is not required. Do not include items freely available without monetary exchange. Do not include items that are permanently retained by the patron; count only items that have a set circulation period where it is available for their use. Count electronic materials at the administrative entity level; do not duplicate numbers at each branch.

### **5.1, 5.2, 5.3 Print Materials**

Report a single figure that includes the following:

Books in print. Books are non-serial printed publications (including music scores or other bound forms of printed music, and maps) that are bound in hard or soft covers, or in loose-leaf format. Do not include unbound sheet music. Include non-serial government documents. Report the number of physical units, including duplicates. For smaller libraries, if volume data are not available, count the number of titles. Books packaged together as a unit (e.g., a 2-volume set) and checked out as a unit are counted as one physical unit.

### **5.4 Audio-Physical Units**

These are materials circulated in a fixed, physical format on which sounds (only) are stored (recorded) and that can be reproduced (played back) mechanically, electronically, or both. Include records, audiocassettes, audio cartridges, audio discs (including audio-CD-ROMs), audio-reels, talking books, and other sound recordings stored in a fixed, physical format. Do not include downloadable electronic audio files.

Report the number of physical units, including duplicates. Items packaged together as a unit (e.g., two audiocassettes for one recorded book) and checked out as a unit is counted as one physical unit.

### **5.5 Video Material-Physical Units**

These are materials circulated in a fixed, physical format on which moving pictures are recorded, with or without sound. Electronic playback reproduces pictures, with or without sound, using a television receiver or monitor. Video formats may include tape, DVD and CD-ROM. Do not include downloadable electronic video files.

Report the number of units, including duplicates. Items packaged together as a unit (e.g., two DVDs for one movie) and checked out as a unit is counted as one physical unit.

### **5.6 Other Circulating Physical Items**

Report a single figure that includes the following: all circulating physical items other than print books (data element 5.1, 5.2, and 5.3), physical audio books (data element 5.4),

physical video units (data element 5.5), and serials. These are materials in a fixed, physical format available for use outside the library.

Examples: These can include a variety of items such as museum passes, park passes, WIFI hotspots, sewing machines, cake pans, tools, telescopes, board games, video games, sporting equipment, etc. Report the number of units, including duplicates. Items packaged together as a unit (such as a set of cookie cutters) and checked out as a unit are counted as one physical unit.

### **5.7 Total Physical Materials in Collection**

All circulating physical items in the collection. These are materials in a fixed, physical format available for use outside the library. This includes Print Materials (data element 5.3), Audio-physical units (data element 5.5) and Video - physical units (data element 5.7), and Other Circulating Physical Items (data element 5.9). Report the number of units, including duplicates. Items packaged together as a unit (such as a set of cookie cutters) and checked out as a unit are counted as one physical unit.

### **5.8-5.10 Electronic Books**

E-books are the digital equivalent of printed books that may be accessed online from an electronic device. E-books also include e-comics. Do not consider resources available for free in the public domain.

### **5.11-5.13 Electronic Serials**

E-serials are periodic digital publications equivalent to printed newspapers, magazines, and similar media that are viewed as entire issues rather than as single articles returned from a research query. Do not consider resources available for free in the public domain.

### **5.14-5.16 Electronic Audio**

E-audio are digital files of sound only (e.g., audiobooks, music) that may be accessed online from an electronic device. Do not consider resources available for free in the public domain.

### **5.17-5.19 Electronic Video**

E-videos are digital files of moving visual images with or without sound (e.g., movies, television shows) that may be accessed online from an electronic device. Do not consider resources available for free in the public domain.

### **5.20-5.22 Research Databases**

Research databases are organized collections of electronic data or records (e.g., facts, abstracts, articles, bibliographic data, texts, photographs) that can be searched to retrieve information. Do not consider resources available for free in the public domain.

### **5.23-5.25 Online Learning Platforms**

Online learning platforms primarily provide instruction, tools, and resources to enhance education, lifelong learning, and skill building. Platforms may offer homework assistance, language learning, test preparation, professional development, resume assistance, hobby instruction, etc. Do not consider resources available for free in the public domain.

## Section 6: Circulation

### 6.1 Children/YA Circulation of Physical Materials

The total annual circulation of children's and young adult materials in all physical formats to all users, including renewals.

### 6.2 Adult Circulation of Physical Materials

The total annual adult circulation of all physical formats to all users, including renewals.

### 6.3 Circulation of Other Physical Items

Circulation of all physical items other than print books (data element 5.1, 5.2, and 5.3), physical audio books (data element 5.4), physical video units (data element 5.5), and serials, including renewals. These are materials in a fixed, physical format available for use outside the library.

Examples: These can include a variety of items such as museum passes, park passes, wi-fi hotspots, sewing machines, cake pans, tools, telescopes, board games, video games, sporting equipment, etc.

### 6.4 Total Physical Item Circulation

The total annual circulation of all physical library materials of all types, including renewals.

**Note:** Count all physical materials in all formats that are charged out for use outside the library. Interlibrary loan transactions included are only items borrowed for users. Do not include items checked out to another library.

### 6.5-6.8 E-materials Circulation

Report yearly circulation for E-materials. Electronic (digital) materials can be accessed online from an electronic device. Types of electronic materials include e-books, e-serials, e-audio, and e-video. Only count items that require user authentication and have a limited period of use. Count all checkouts, including renewals.

### 6.9 Total E-material Circulation

This is the total annual use of all electronic materials. Electronic (digital) materials can be accessed online from an electronic device. Types of electronic materials include e-books, e-serials, e-audio, and e-video. Only count items that require user authentication and have a limited period of use. Count all checkouts, including renewals.

### 6.10 Total Circulation of Materials

The total annual sum of (6.4) Physical Material Circulation and (6.9) Total E-material Circulation.

### 6.12 Automatic Renewals of Physical Materials

Did your library offer automatic renewal for any physical materials during the reporting period?"

NOTE: Patrons do not have to take any action for automatic renewals. The Integrated Library System [ILS] rules determine how/when automatic renewals occur.

## Section 7: Registered Users

### 7.1 Number of All Registered Users (Resident and non-resident card holders)

A registered user is a library user who has applied for and received an identification number or card from the public library that has established conditions under which the user may borrow library materials or gain access to other library resources. **This includes resident and non-resident registered users.**

**NOTE:** Files should be purged a minimum of every three (3) years. Please note that purging does not mean deleting patrons from the system, but rather updating their status to “Inactive”.

### 7.2 Number of Registered Non-Resident Users

A registered non-resident user is a library user who is not a resident of any municipality the library has a contract to provide library service to and who has applied for and received an identification number or card from the public library that has established conditions under which the user may borrow library materials or gain access to other library resources.

**NOTE:** Files should be purged a minimum of every three (3) years. Please note that purging does not mean deleting patrons from the system, but rather updating their status to “Inactive”.

### 7.4 Does the library charge overdue fines?

Answer Yes or No to the following question: As of the end of the reporting period, does the library charge overdue fines to any users when they fail to return physical print materials by the date due? NOTE: Overdue fines are monetary penalties that typically increase according to the number of days the materials are overdue. Overdue fines are not replacement costs for lost or damaged materials.

## Section 8: Electronic Technology

### 8.1 Number of Internet Computers Used by General Public

Report the number of Internet computers (personal computers (PCs), laptops and tablets), whether purchased, leased, or donated, used by the general public in the library.

Do not include computers that connect to the Internet for a dedicated purpose (e.g., to access an OPAC or specific database, or to train the public) or purposes.

### 8.2 Number of Uses (Sessions) of Public Internet Computers Per Year

Report the number of uses (sessions) of the library's Internet computers in the library during the last year. If the computer is used for multiple purposes (Internet access, word-processing, OPAC, etc.) and Internet uses (sessions) cannot be isolated, report all usage. A typical week or other reliable estimate may be used to determine the annual number. Sign-up forms or



Web-log tracking software also may provide a reliable count of uses (sessions).

**Note:** The number of uses (sessions) may be counted manually, using registration logs. Count each use (session) for public Internet computers, regardless of the amount of time spent on the computer. A use (session) on the library's public Internet computer(s) three times a year would count as three uses (sessions). Software such as "Historian" can also be used to track the number of uses (sessions) at each public Internet computer. If the data element is collected as a weekly figure, multiply that figure by 52 to annualize it.

### **8.2a Reporting Method for Number of Uses of Public Internet Computers**

Regarding the number of Uses(Sessions) of Public Internet Computers per Year, is this an annual count or an annual estimate based on a typical week or weeks.

### **8.3 Number of Wireless Sessions Per Year**

Report the number of wireless sessions provided by the library wireless service annually. Count one session for each time a device connects to the library's wireless network, regardless of the duration of connection. If possible, only count sessions for patron devices and exclude library devices such as routers, access points, printers, and public access computers; otherwise, if patron devices cannot be isolated, report sessions for all devices.

Please **DO NOT** include wireless usage that has been manually counted by library staff i.e., counting cars in the parking lot or people on devices in the library. Note: If an annual count of wireless sessions is unavailable, count wireless sessions during a typical week or weeks using methods like hardware logging or network scanning and multiply the count to represent an annual estimate.

### **8.3a Method for Capturing Wireless Sessions**

Regarding the number of Wireless Sessions (8.3), is this number from an annual count or an estimate based on a sampling of a typical week or weeks?

Methods used may include:

- Annual count using installed hardware/software
- Estimate based on typical week(s)

### **8.4 Does the library have an integrated library management system (ILS)?**

An integrated library management system, or "ILS" for short, is an electronic program that help librarians and users to circulate and catalogue items, manage patron activity, track item movement as well as interact with databases from other libraries or institutions, amongst other functions. An ILS (sometimes abbreviated LMS) is meant to increase the output and efficiency of a library and improve access to resources for its patrons by automating the processes that would otherwise have been done manually.

For the remainder of the survey (**Sections 9-11**) please report the **MOST CURRENT** information you have. This means you are supplying information that is current as of the date you are filling out this report even if the information was different for the reporting year.

## Section 9: Library Board

### 9.5 Does the Library Board have defined term limits?

Term limits are a set number of years a member of the Board of Trustees can serve. This is usually 3-5 years per term with no more than two consecutive terms served.

### 9.6 If the library is a municipal department, does the Library Board have a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) in place?

A memorandum of understanding (MOU) is a formal document that outlines the services, responsibilities, and support between the municipality and the Library Board. MOUs are usually not legally binding and are often used to acknowledge a long-term relationship or to support a grant application.

A memorandum of agreement (MOA) is a more specific agreement that outlines responsibilities and roles. MOAs can be legally binding and establish common legal terms that apply to future orders.

## Section 11: Employee Salaries

Tips for filling out the salary section:

- If you are a one-person library, report your information only under Director.
- Report the current hourly rate paid as of the date you are filling out the report.
- If you are an all-volunteer library report "\$0" for Hourly Rate.
- Only one response per position is necessary. For example: if you have three Library Assistants only list the highest paid position.
- Report the total number of permanent paid staff that hold each position.
- Put N/A for any position and corresponding data fields that you do not currently have at your library.